



Planting a tree at our first annual  
citywide Earth Day LA

**STRATEGIC PLAN 2016/17 – A FIVE YEAR PLAN**  
**ZERO WASTE • ONE WATER**







LASAN works in every community in the City every day, so that everyone who lives, works and visits Los Angeles can enjoy clean streets, rivers and water. I am very grateful to our supporters in the community and our partners in City leadership – together, we have set the course for these next five years with a sense of passion and the resolve to meet our goals and overcome the challenges. I am also incredibly appreciative of our staff for their dedication and commitment to our customers.

We have expanded our use of renewable energy, produced more recycled water, implemented new public health clean-ups and delivered on environmental projects, to continue to build towards a more equitable and sustainable future for all our communities.

In alignment with Mayor Garcetti's Clean Streets Initiative, we launched the nation's first CleanStat system that utilizes a street-by-street cleanliness index to identify hot spots and bring the necessary resources to better serve our residents. We deployed and maintained more than 1,000 additional waste receptacles on our City streets.

LASAN is also making steady progress on Mayor Garcetti's Sustainability pLAn goals to meet recycled water demands by expanding the City's water reclamation plants.

This year we participated in the environmental response to the Aliso Canyon methane leak by providing desperately needed information and relief to our customers who were forced from their homes. We partnered with the Mayor's office in responding to the Exide Technologies metals release conducting scientific studies and participating in the regulatory process to ensure that this legacy will be addressed.

While there is hard work ahead, I am confident that we will continue to build on our solid foundation, strong work ethic, and community partnerships, to ensure that our services make a positive difference in the quality of life for all Angelenos.

Enrique C. Zaldivar, P.E.  
Director



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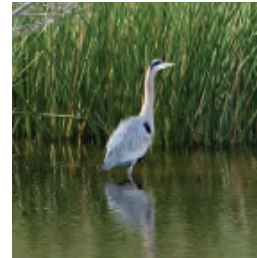
# WHAT WE DO

LA Sanitation (LASAN) is recognized as a national leader in providing environmental services that address issues such as air quality, brownfields, climate change and adaptation, renewable fuels, solid resources management, sustainability, water quality and watershed protection. LASAN has long held the primary responsibility to collect, clean and recycle solid and liquid waste generated by residential, commercial and industrial customers in the City and contract cities in the greater Los Angeles region, and so we plan and administer the Clean Water Program, the Solid Resources Program and the Watershed Protection Program. These programs all contribute to and build upon our overarching program of environmental sustainability, which also includes climate change; greenhouse gas emission monitoring, reporting and reduction; green infrastructure and urban greening; renewable energy; and brownfield remediation.



## CLEAN WATER PROGRAM

*Wastewater collection, conveyance, treatment, discharge, and reuse*



## WATERSHED PROTECTION PROGRAM

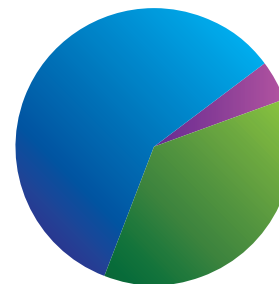
*Receiving water pollution prevention*



## SOLID RESOURCES PROGRAM

*Solid resources collection, recycling, conversion, and disposal*

### FY 15/16 Total Revenues | \$1.04 billion



**59%** Clean Water Program  
\$615 million

**4%** Watershed Protection Program  
\$46 million

**37%** Solid Resources Program  
\$381 million

*LA Sanitation diligently manages more than one billion dollars in financial resources, including revenue and bond proceeds*



# Making Wastewater Obsolete



*The Hyperion Water Reclamation Plant team loves what they do*





LASAN is responsible for operating and maintaining one of the world's largest wastewater collection and treatment systems. We proactively maintain over 6,700 miles of sewer lines and 49 pumping plants in addition to four water reclamation plants across the City, which have a combined capacity to treat 580 millions gallons per day (mgd) of wastewater.

Our Clean Water program consists of the Hyperion Service Area and the Terminal Island Service Area. The Hyperion system includes two upstream water reclamation plants. In addition to the Hyperion facility near LAX, DC Tillman in the San Fernando Valley and Los Angeles Glendale near the intersection of the 5 and 2 freeways. Terminal Island consists of a separate collection system and treatment plant in the LA Harbor area, producing advanced treated water and biosolids for beneficial use. These plants produce recycled water used for landscape and industrial purposes as well as supplement the LA River to support the local habitat and other beneficial uses.

# CLEAN WATER PROGRAM



## Digester Gas Utilization Project (DGUP)

DGUP at the Hyperion Water Reclamation Plant is a combined cycle cogeneration facility, also known as a renewable energy facility. Two Solar Mars 100 Combustion Turbine and Generation Packages were installed, which will fulfill the energy (steam and electricity) needs of the plant, in addition to lessening environmental impacts. Cogeneration facilities are more efficient than other power plants, requiring less fuel to produce energy while reducing air pollution and greenhouse gas emissions.

## One Water LA

The City of Los Angeles is well underway with Phase 2 of the One Water LA 2040 Plan, an integrated approach for water supply, wastewater treatment and stormwater management. One Water identifies collaborative approaches that will yield sustainable, long-term water supplies for Los Angeles and will provide greater resiliency to drought conditions and climate change.

While Phase 2 pulls together prior studies, it also includes new analysis to direct integration and priorities.





# Capturing More Stormwater



Harbor City Greenway





The mission of the Watershed Protection Program is to protect the beneficial uses of receiving waters while complying with all flood control and pollution abatement mandates. The City of Los Angeles complies with all permit requirements, and the creation of monitoring and implementation plans for adopted Total Maximum Daily Load (TMDL) within the City's four watersheds - Los Angeles River, Ballona Creek, Dominguez Channel and Santa Monica Bay. The program employs a multi-faceted approach to ensure the City of Los Angeles is in compliance. This approach utilizes education, engineering and evaluation as follows:

- Education - school outreach, advertising, community events, social media, blog and quarterly e-newsletter to educate Angelenos about keeping pollutants out of our local creeks, rivers, lakes and beaches.
- Engineering - Los Angeles develops and implements projects to capture trash, clean up urban runoff and retain stormwater for beneficial uses.
- Evaluation - City crews maintain the storm drain system, cleaning 100,000 catch basins and removing thousands of tons of trash annually. The City of Los Angeles evaluates urban runoff pollution issues in the four local watersheds.

# WATERSHED PROTECTION PROGRAM



Rainfall is diverted from the street and into the parkway, enhancing groundwater supply, and reducing flood risk.

## Broadway Greenway Project

The Broadway neighborhood greenway project consisted of stormwater low impact development best management practices designed to capture, infiltrate and treat stormwater runoff, augment groundwater recharge, and address Los Angeles River Total Maximum Daily Load water quality goals. This particular project included: 19 residential rain gardens and infiltration trenches; 8 dry wells at residential street-ends; 4 parkway infiltration swales along a commercial corridor and a 417,000-gallon (Olympic-size pool) sub-regional-scale infiltration gallery underneath a parking lot.

## Harbor City Greenway

The Harbor City Greenway Multiuse Project was made possible thanks to the voter's approval of the City's Proposition O Bond to clean up pollution found in the City's rivers, oceans and beaches. The Wilmington Drain Channel receives urban runoff from an area of about 20 square miles. The project features key changes that will improve the water quality by helping remove pollutants, such as trash, that would normally flow straight into sensitive habitat areas like Machado Lake, LA Harbor and San Pedro Bay.

An underground 1.25 million gallon storage tank for stormwater capture implement on-site treatment and beneficial reuse of previously retained stormwater at Temescal Canyon.





# Road to Zero Waste



*The Clean Streets LA crew tackles alleys and streets daily*





LASAN is responsible for the collection and management of all solid resources and waste in the City of Los Angeles. The City collects an average of 6,652 tons per day of refuse, recyclables, yard trimmings, horse manure and bulky items from more than 750,000 homes. The refuse goes to landfills, the recycling goes to centers that can use it to make new products, and the green waste is turned into mulch and compost, which we give away FREE to City residents.

We have over 500 collection vehicles and most of them are using clean fuel. In fact, LASAN has the largest fleet of clean fuel vehicles in the United States! In addition to collecting solid resources from homes, LASAN also picks up bulky items and abandoned waste across the City.

LASAN is also in the process of transitioning to a new waste and recycling system for all businesses and large apartment complexes which will reduce street impacts, reduce air pollution and increase landfill diversion... all while providing predictable, reasonable rates and better service.

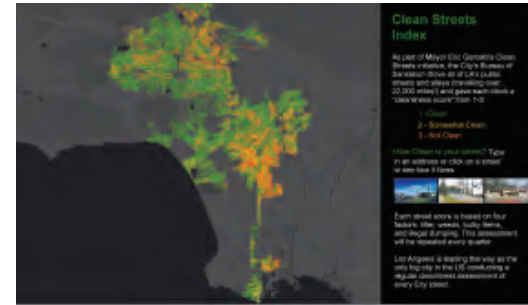
# SOLID RESOURCES PROGRAM

## Clean Streets Initiative

With Mayor Eric Garcetti's Executive Directive 8, Clean Streets Initiative, LASAN has deployed three Clean Streets LA teams and 1,250 additional waste receptacles so everyone who lives, works and visits Los Angeles can enjoy clean streets free of litter and debris. Our teams pick up abandoned waste at chronically impacted areas, clean up alleys, remove excess vegetation and maintain over 2,600 waste receptacles located on City streets. In conjunction with a variety of City partners, the Clean Streets LA message is being shared aggressively to inspire all Angelenos to participate in keeping neighborhoods clean.

*"This data-driven rating system measures L.A.'s cleanliness, block-by-block, so we can get the right resources to the right place at the right time."*

— Mayor Eric Garcetti



## CleanStat

In April, the nation's most comprehensive street-by-street cleanliness assessment system was launched. CleanStat provides quarterly, block-by-block assessments of the entire city to build data and identify trends in street cleanliness. Dashcam video footage and GIS data is used to map, assess, and grade the degree of cleanliness of each street, alley and sidewalk in the City of Los Angeles. This will allow LASAN to target additional resources to communities with the greatest need.



# Hiring the Future Today



GM Enrique Zaldivar welcomes new engineering recruits

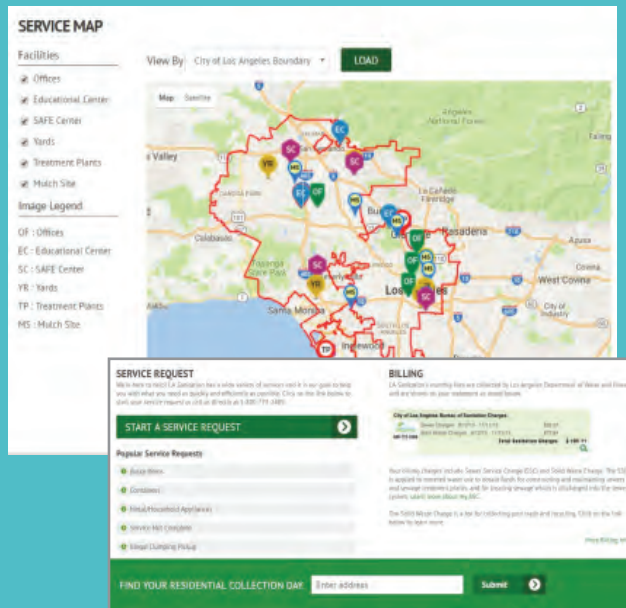


# JOBS and INNOVATION

## Website Redesign

As part of LASAN's commitment to providing excellent service, the LASAN website underwent a redesign. The new design focused on creating a modern and efficient site that makes it easier for LASAN customers to submit service requests, answer questions about billing and find out about all of LASAN's services at the click of a button.

The new website has several new and upgraded features including an improved search function, a more robust event calendar and a new service map that helps show customers where their nearest SAFE center, educational center, mulch site or other LASAN service is located.



## Advanced Water Purification Pilot

The Los Angeles Groundwater Replenishment Project at Donald C. Tillman Water Reclamation Plant in Van Nuys will provide up to 9.78 billion gallons of advanced treated water, per year, that will be infiltrated into the San Fernando Groundwater Basin where it can eventually be pumped, treated, and supplied to homes for drinking and nondrinking uses. This project will provide enough water to supply 90,000 single family homes in Los Angeles per year. The plant is currently piloting advanced treatment methods including ozonation, reverse osmosis, microfiltration, soil aquifer treatment, biologically active carbon, closed circuit desalination and advanced oxidation.

## Sewer Science Program

Offered to high school students by LASAN's Industrial Waste Management Division, the Sewer Science Program teaches the impact of pollution to the environment. The program travels to local classrooms and is grooming future environmental professionals and leaders.

## Hire LA

LASAN's Summer Introduction to Engineering and Science (SITES) program is a win-win employment arrangement for high school students to gain experience in environmental programs and to generate an interest for them to pursue engineering or the sciences as future careers.

## One Water LA Curriculum

LASAN partnered with Los Angeles Unified School District, Department of Water and Power and Metropolitan Water District, developed the One Water LA educational curriculum for middle and high school students. The curriculum is focused on fostering the next generation of environmental stewards.



# Together We Are Stronger



Mascots delight families at Earth Day LA



# COMMUNITY OUTREACH



## Earth Day LA

LASAN launched its first annual citywide Earth Day LA this year at Hansen Dam Recreation Park. The event was a huge success with roughly 3,000 attendees and 50 exhibitors. Partners included Discovery Cube LA, City of Los Angeles Department of Recreation and Parks, Councilmember Felipe Fuentes, Los Angeles Public Library, and LAPD. Attendees enjoyed exploring city vehicles, participating in an eco-challenge scavenger hunt, planting seeds and learning about sustainable efforts. The event also featured live entertainment, a DJ, a community bike ride, 10 mascots, free pony rides, a local community clean-up, a ceremonial tree planting and free hot dogs, beverages, snacks and ice cream. The second annual event is scheduled for April 22, 2017.

## Kids Ocean Day

More than 4,000 Los Angeles students, teachers and volunteers participated in the 23rd annual Kids Ocean Day at Dockweiler State Beach on May 15. The students cleaned the beach and formed an aerial art piece, which included individual ocean animals to highlight the diversity of our ocean and the need for every individual to join together to keep it clean. The Los Angeles celebration of Kids Ocean Day was one of six in the state of California, sponsored by the California Coastal Commission and LASAN. This year 7,000 children participated statewide.



## Lopez Canyon EEC

LASAN opened the Lopez Canyon Environmental Education Center at the Lopez Canyon Landfill in the San Fernando Valley last spring. The Center strengthens the City's community partnerships by educating residents and stakeholders about backyard recycling of residential yard trimmings. The workshops teach an easy approach to transforming yard trimmings, such as food waste, into a soil conditioner. The sessions include: smart gardening tips and information about stormwater harvesting; drought tolerant and native plant landscaping; and the various water conservation programs offered by the City.



*LASAN staff visits Canterbury Elementary School for Career Day to inspire future careers in sustainability.*



# THE PATH FORWARD

## LASAN Goals In Alignment With Mayor Priority Outcomes Back To Basics Agenda

### 1. Make Los Angeles The Best Run Big City in America

The Mayor has asked us to live within our means and to provide outstanding customer service. LASAN has responded and works hard every day in every part of the City to improve services. This year we will conduct a comprehensive review of our risk management plans to improve safety practices, employee wellness and reduce liability. For our solid resources program, we will implement opportunities to standardize the funding administration to better manage and allocate resources to streamline our programs and infrastructure investments. We will also take a closer look at our finances to ensure long term viability and rate stability.

### 2. Promote Good Jobs for Angelenos All Across Los Angeles

The City chooses to use regional workforce program as a jobs pipeline for the future; to educate and retrain our workforce to meet our goals for the future; and to promote equity, affordability, and upward economic mobility. LASAN is committed to strengthening our organization through educational opportunities and to grow our economy by increasing the number of green jobs through our various initiatives and programs. We are implementing a workforce development system by teaming up with trade schools, educational institutions and other stakeholders to provide potential employees with the necessary skills and knowledge to prepare for full time work in our utility.

### 3. Create A More Livable and Sustainable City

The City seeks to improve the quality of life in each neighborhood; to conserve energy and water; and to restore and revitalize the LA River. LASAN is devoted to serving the community with the essential needs of cleaner water, cleaner air, cleaner streets, and multi-benefit facilities for all to live in safe, vibrant, well-connected, and healthy neighborhoods. This year we will implement the Zero Waste Franchise Program to improve efficiency and reduce more material from landfills. We will implement sustainable practices such as resource conservation and reuse through the One Water LA Plan. We will build on the success of our Clean Streets LA program to improve the cleanliness of our streets, sidewalks, alleys, and other public spaces.

### 4. Ensure Our Communities are the Safest in the Nation

The City is improving emergency response and strengthening our resilience against earthquakes and other natural and man-made threats. LASAN is prepared for natural disasters, and we will manage our risk related to climate change impacts by completing an adaptation plan and prioritizing projects for investment in our capital improvement program. By making these plans now we are actively seeking solutions to keep our city infrastructure and operations resilient and our people safe.

### 5. Partner with Residents and Civic Groups To Build a Greater City

The City leadership engages Angelenos in decisions that affect their neighborhoods to foster resident participation in government and in building a shared community. LASAN is delivering results that improve the quality of life for our residents by collaborating to identify, create, and strengthen our programs. After years of successful implementation of the Stormwater Low Impact Development Program it is time to revisit these policies to include more opportunities for efficient water use and reuse in the public right-of-way.





# LASAN GOALS

## 1. Make Los Angeles the Best Run Big City in America

1. Conduct a comprehensive review of the LASAN risk management plan to improve employee wellness and safety and reduce liability to best serve the City.
2. Perform a comprehensive financial analysis of LASAN programs and develop strategies to ensure long term viability and value.

By achieving these goals we will:

- Provide for a safer work environment for LASAN employees and safer roads for all Angelenos.
- Maximize the benefits of LASAN resources to ensure revenue is spent on improving service and infrastructure and rates are fair and sustainable.

## 2. Promote Good Jobs for Angelenos

3. Establish a workforce development system to add a transition plan to full time City employment for entry-level employees using multiple pathways including collaboration with Los Angeles Trade Technical College.

By achieving this goal we will:

- Promote job creation and economic development for Angelenos.
- Partner with local skill-development programs that provide opportunity for employment at LASAN.

## 3. Create a More Livable and Sustainable City

4. Utilize CleanStat to improve livability and foster healthy neighborhoods for all city residents including LA's homeless residents.
5. Finalize the development of the One Water LA Plan to maximize water reuse and stormwater capture to augment local water supply and support the revitalization of the Los Angeles River.
6. Implement the "Zero Waste LA Commercial and Multi-family Exclusive Franchise System."
7. Develop an Organic Waste Diversion Strategy to reduce waste disposed at landfills (multi-year goal).
8. Upgrade Hyperion Water Reclamation Plant to develop recycled water for use at Los Angeles World Airport.

By achieving these goals we will:

- Provide for clean streets, sidewalks, alleys, and public spaces.
- Quickly and efficiently focus resources on litter hot spots to better serve our residents.
- Capture more stormwater and use more recycled water to augment local water supply and support the revitalization of the Los Angeles River.
- Reduce street impacts and improve local air quality and provide superior customer service with fair customer rates for trash service.
- Reuse more organics for composting and mulch production for our customers, diverting from landfills.

## 4. Ensure Our Communities are the Safest in the Nation

9. Complete the LASAN Climate Change Adaptation Plan and support the Clean Up Green Up Initiative to advance the City Sustainability pLAn.

By achieving this goal we will:

- Increase our resiliency to climate change to proactively protect residents, infrastructure, and the economic well-being of the city.

## 5. Partner with Residents and Civic Groups to Build a Greater City

10. Expand the Stormwater Low Impact Development Program to include public right-of-way improvements.

By achieving these goals we will:

- Enhance City efforts to improve water quality and augment water supply and create healthy, sustainable neighborhoods.



## SERVICE DIRECTORY

LASAN Services and Information  
Website: 800-773-2489  
www.lacitysan.org

Watershed Protection Program  
Stormwater Pollution Hotline: 800-974-9794  
Email: lastormwater@lacity.org

Clean Water Program  
Sewer Odor Hotline: 866-44-SEWER (73937)  
Sewer Service Charge Hotline: 800-773-2489  
Sewer or Storm Drain Customer Service: 323-342-6006  
After Hours: 213-485-7575  
Hazardous Waste and Used Oil Disposal: 800-98-TOXIC (86942)  
E-mail: san.callcenter@lacity.org

Solid Resources Program  
E-mail: san.callcenter@lacity.org

All City Services 3-1-1

Social Media  
www.facebook.com/lacitysan  
www.twitter.com/lacitysan  
www.instagram.com/lacitysan  
www.youtube.com/user/LASanitation



### Board of Public Works

Kevin James, President  
Heather Marie Repenning, Vice President  
Michael R. Davis, President Pro Tempore  
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### LA Sanitation

Enrique C. Zaldivar, Director  
Traci J. Minamide, Chief Operating Officer  
Lisa B. Mowery, Chief Financial Officer  
Adel H. Hagekhalil, Assistant Director  
Alexander E. Helou, Assistant Director  
Leo N. Martinez, Assistant Director  
Robert B. Irvin, Acting Assistant Director



LASAN recognized a need to respond to residents and businesses 24 hours a day, 7 days a week, enhancing our operations. The Customer Care Center leadership team manages a staff of over 100 agents.



LASAN staff assisted residents in Boyle Heights with questions related to the Exide lead contamination issue as well as residents in Porter Ranch following home displacements from the natural gas leak.



As a covered entity under Title II of the Americans with Disabilities Act, the City of Los Angeles does not discriminate on the basis of disability and, upon request, will provide reasonable accommodation to ensure equal access to its programs, services, and activities.

Printed on recycled paper.

This Strategic Plan publication is also available at [www.lacitysan.org](http://www.lacitysan.org)

