

**Budget and Finance Committee
Discussing the Mayor's Proposed Budget for 2014-15**

Your Budget and Finance Committee reports as follows:

Your COMMITTEE UNANIMOUSLY RECOMMENDS that the City Council APPROVE the following recommendations of your Budget and Finance Committee, which are submitted as changes to the Mayor's 2014-15 Proposed Budget, for adoption of the City's 2014-15 Budget.

Summary of the Mayor's Proposed Budget

The Mayor's Proposed Budget for FY 2014-15 totals \$8.1B which is a \$414.6M (5.4 percent) increase from the FY 2013-14 Adopted Budget. General Fund revenues for FY 2014-15 are projected to be \$5.118B, an increase of \$250.6M (5.1 percent) from the FY 2013-14 Adopted Budget. The Mayor's Revenue Outlook anticipates revenue growth in 10 General Fund revenue categories, with decreases in six categories and three categories remaining the same as the FY 2012-13 Budget. The primary revenue increases are from Property Tax, Utility Users' Tax, Sales Tax, Documentary Transfer Tax, Power Revenue Transfer, Transient Occupancy Tax, Parking Fines and a transfer from the Telecommunications Development Account. The primary revenue reductions are from decreased Redirection of ex-CRA Tax Increment Monies, Licenses, Permits, Fees and Fines, Business Tax, Special Parking Revenue Transfer and the Budget Stabilization Fund.

The City Administrative Officer's Supporting Information to the Mayor's Proposed FY 2014-15 Budget contains a shortfall of \$242M comprised of the following.

General Fund Base Revenue Change (\$11.71M)

- 2013-14 Budgeted Revenue (\$4,866.89M)
- 2014-15 Revenue Estimate (from Four-Year 2013-14 Budget Outlook) (\$4,878.60M)

Obligatory Expenditure Change (\$123.66M)

- 2013-14 Employee Compensation Adjustment (\$32.35M)
- 2014-15 Employee Compensation Adjustment (\$10.01M)
- Full Funding for Partially Financed Positions (\$11.12M)
- Salary Step Plan and Turnover Effect (\$27.42M)
- Deletion of 2013-14 Equipment (\$-9.57M)
- Deletion of Funding for Resolution Authorities (\$-27.18M)
- Deletion of One-Time Expense Funding (\$-47.26M)
- Deletion of One-Time Graffiti Abatement Funding (\$-1.00M)
- Deletion of One-Time General City Purposes (\$-4.19M)
- Deletion of One-Time Unappropriated Balance (\$-15.93M)
- 2014 Tax & Revenue Anticipation Notes (\$92.20M)
- Capital Finance Administration Fund (\$5.35M)
- Human Resources Benefits (\$18.91 M)

- Judgment Obligation Bonds Debt Service Fund (\$0.00M)
- Matching Campaign Funds (\$0.22M)
- Water and Electricity (\$0.87M)
- Arts and Cultural Facilities and Services Trust Fund (1 percent TOT) (\$1.51 M)
- Library - Charter Required Change from 2013-14 to 2014-15 (\$20.43M)
- Recreation & Parks - Charter Required Change from 2013-14 to 2014-15 (\$8.40M)

Continuation of Existing Services and 2014-15 Savings (\$65.05M)

- Animal Services - Shelter Operations Support (\$0.21M)
- Building and Safety - Code Enforcement Lien Processing Workload (\$0.15M)
- Building and Safety - Department-wide Administrative Support Services (\$0.08M)
- CAO - Asset Management Strategic Planning (\$0.47M)
- CAO - Employee Relations Support (\$0.13M)
- CAO - Inspector General of Citywide Collections (\$0.14M)
- CAO - Performance Budget Implementation (\$0.13M)
- City Attorney - Citywide Nuisance Abatement Revocation Program (\$0.24M)
- City Attorney – Community Law Enforcement and Recovery (CLEAR) and Gang Prosecution Program (\$0.63M)
- City Attorney - Enhanced Revenue Collection Support (\$0.29M)
- City Attorney - Neighborhood Council Support (\$0.18M)
- City Attorney - Neighborhood Prosecutor Program (\$1.90M)
- City Attorney - Regularize Various Resolution Authorities (\$2.32M)
- City Attorney - Safer City Initiative (\$0.34M)
- City Attorney - Tobacco Enforcement Program (\$1.14M)
- City Clerk - City Archivist (\$0.06M)
- Economic and Workforce Development - Economic Development Strategy (\$0.19M)
- Fire - Ambulance Augmentation Plan (\$1.67M)
- Fire - FireStat Unit (\$0.13M)
- Fire - Fuel Vehicle Management System (\$0.08M)
- Fire - LAX Airport Security - Blue Ribbon Panel (\$0.21 M)
- Finance - LATAX Oracle Database Management Licenses (\$0.13M)
- General City Purposes - Annual City Audit/Single Audit (\$0.01M)
- General City Purposes - Lifeline Rate Program (\$0.63M)
- General City Purposes - Medicare Contributions (\$1.58M)
- General City Purposes - Settlement Adjustment Processing (\$0.00M)
- General Services - Airports Vehicle Collision Repairs (\$0.17M)
- General Services - Capital Projects Materials Testing Support (\$1.92M)
- General Services - Energy and Water Management Unit (\$0.45M)
- General Services - Supply Management System (\$0.10M)
- Information Technology Agency - Financial Management System Support (\$2.98M)
- Information Technology Agency - Performance Budget Implementation (\$2.70M)
- Information Technology Agency - Remote Local Area Network Replacement (\$0.74M)
- Information Technology Agency - Supply Management System Support (\$1.42M)
- Personnel - Affordable Care Act Implementation (\$0.10M)
- Personnel - Department of Water and Power Exam Support (\$0.45M)
- Personnel- Public Safety Bureau Staffing (\$1.14M)

- Planning - Airport Master Plans (\$0.12M)
- Planning - Clean Up/Green Up (\$0.09M)
- Planning - Community Redevelopment Land Use (\$0.59M)
- Planning - Metro Transit Oriented Districts Grants (\$1.37M)
- Police - Replacement Vehicles (\$8.31M)
- Police - Security Services Funding Adjustments (\$0.98M)
- Police - Sworn Attrition and Hiring (including UB) (\$3.17M)
- Police - Uniform Allowance (\$-0.06M)
- PW/Contract Administration - Business Inclusion Program (\$0.15M)
- PW/Contract Administration - Certification and Equal Employment Opportunity (\$0.15M)
- PW/Contract Administration - Harbor Inspection Program (\$1.75M)
- PW/Contract Administration - Los Angeles International Airport Services (\$1.57M)
- PW/Contract Administration - Public Infrastructure Project Stabilization (\$0.03M)
- PW/Contract Administration - Public Right-of-Way Enforcement Program (\$0.69M)
- PW/Contract Administration - Services to Department of Water and Power (\$0.33M)
- PW/Contract Administration - Services to Harbor (\$0.31M)
- PW/Contract Administration - Services to Los Angeles International Airport (\$0.87M)
- PW/Engineering - Fire Life Safety Projects (\$0.13M)
- PW/Street Services - Public Right-of-Way Construction Enforcement (\$0.37M)
- PW/Street Services - Street Resurfacing (\$16.71M)
- PW/Street Services - Tree Trimming (\$4.00M)
- Transportation - DWP Water Trunk Line Program (\$0.47M)
- Transportation - General Administration Support (\$0.13M)
- Transportation - Parking Services Administration (\$0.16M)
- Unappropriated Balance - Citywide Lease Account (\$0.88M)
- Unappropriated Balance - Fire Department Helitanker (\$0.50M)
- Unappropriated Balance - Lifeline Recertification (\$0.40M)
- Unappropriated Balance - Equipment, Expenses, Etc. (\$-0.84M)
- Unappropriated Balance - Reserve for Economic Uncertainty (\$-3.50M)

- Change from the 2013-14 Outlook (\$65.00M)
- Police Overtime (\$65.00M)

TOTAL BUDGET DEFICIT \$-242.00M

BUDGET BALANCING ACTIONS

New/Expanded Revenue Proposed for 2013-14 (\$165.59M)

- Economy Driven Revenues (\$165.59M)

Net One-Time Revenue Proposed for 2014-15 (\$73.34M)

- Alternative Fuel Station Installation Rebate (\$1.27M)
- Code Enforcement Lien Processing Revenues (\$0.75M)
- Department of Water and Power Audit Reimbursement (\$0.50M)
- Office of Public Accountability Study Reimbursement (\$0.75M)
- One-Time Settlement (\$12.80M)
- One-Time Transfer of Council Discretionary Funds (\$7.00M)
- Reserve Fund Transfer (\$128.77M)
- Special Parking Revenue Fund Transfer (\$10.10M)
- Telecommunications Development Account (\$5.20M)
- Utility Users' Tax - Electrical, Delayed Receipts (\$12.00M)
- Wilshire Grand Transient Occupancy Tax Replacement (\$2.20M)
- Less One-Time Revenues in the 2013-14 Adopted Budget (\$-108.00M)

Reductions from the 2013-14 Budget Outlook (\$-69.47M)

- Police Overtime (\$-65.00M)
- Other Savings (\$-4.47M)

Efficiencies/Reductions Included in the 2014-15 Proposed Budget (\$-29.19M)

- Capital Improvement Expenditure Program (\$-14.38M)
- Aging - Deletion of Vacant Position (\$-0.07M)
- Animal Services - Deletion of Vacant Positions and Expense Funding (\$-0.15M)
- Animal Services - In-House Spay and Neuter (\$0.16M)
- Building and Safety - Deletion of Vacant Positions and Expenses (\$-0.56M)
- City Administrative Officer - Contractual Services Reduction (\$-0.13M)
- City Administrative Officer - Deletion of Vacant Positions (\$-0.09M)
- City Administrative Officer - Salary Funding Reduction (\$-0.13M)
- Controller - Deletion of General Fund Vacancies (\$-0.30M)
- Controller - Reduction to Expense Accounts (\$-0.24M)
- Disability - Deletion of Vacant Position (\$-0.07M)
- Employee Relations Board - Decrease in Expense Funding (\$-0.01M)
- Finance - Deletion of Vacant Positions and Expense Funding (\$-0.50M)
- Fire - Construction Services Plan Check (\$-0.11M)
- Fire - Director of Fleet Services (Civilianization) (\$-0.38M)
- Fire - Homeland Security Grants Unit Staffing (Civilianization) (\$-0.09M)
- Fire - Miscellaneous Adjustments in Expense Accounts (\$-0.10M)
- Fire - Public Information Director (Civilianization) (\$-0.03M)
- Fire - Salary Savings Rate Adjustment (\$-0.50M)
- General City Purposes - City Volunteer Bureau (\$-0.03M)
- General City Purposes - Council District Community Services (\$-0.92M)
- General City Purposes - Gang Reduction and Youth Development Office (\$-1.06M)

- General City Purposes - L.A.'s BEST (\$-0.16M)
- General City Purposes - Learn and Earn Program (\$-0.19M)
- General City Purposes - Office of Small Business Services (\$-0.19M)
- General City Purposes - Official Visits of Dignitaries (\$-0.00M)
- General City Purposes - Special Events Fee Subsidy - Citywide (\$-1.12M)
- General Services - Deletion of Vacant Positions (\$-2.30M)
- General Services - Support for Citywide Special Events (\$-0.05M)
- ITA - Deletion of Vacant Positions (\$-1.30M)
- Personnel - Employee Transit Subsidy Funding Adjustment (\$-0.39M)
- Police - Reduction of Sworn Overtime at Airports (\$-1.40M)
- PW/Board of Public Works - One-Time Salary Reduction (\$-0.08M)
- PW/Board of Public Works - Project Restore (\$-0.13M)
- PW/Contract Administration - Deletion of Vacant Positions (\$-0.69M)
- PW/Contract Administration - Reimbursable Construction Inspection (\$-0.50M)
- PW/Engineering - Deletion of Vacant Positions (\$-0.28M)
- PW/Street Services - Salary Savings Rate Adjustment (\$-0.73M)

Other Changes and Adjustments (\$4.54M)

- Aging - Program Realignment (\$-0.05M)
- Animal Services - Program Realignment (\$-0.00M)
- Building and Safety - Program Realignment (\$0.00M)
- Building and Safety - Funding Realignment (\$-0.10M)
- City Administrative Officer - Funding Realignment (\$-0.08M)
- City Attorney - Program Realignment (\$-1.76M)
- City Clerk - Program Realignment (\$0.20M)
- Controller - Program Realignment (\$0.04M)
- Economic and Workforce Development - Program Realignment (\$-0.15M)
- Finance - Program Realignment (\$-0.03M)
- Finance - Bank and Merchant Card Fee Funding Realignment (\$0.10M)
- GSD - Program Realignment (\$-0.98M)
- GSD - Various Personnel Adjustments (\$-0.01M)
- ITA - Program Realignment (\$0.56M)
- Housing and Community Investment - Program Realignment (\$-0.40M)
- Personnel - Program Realignment (\$-0.01M)
- Personnel - Salary Savings Rate Adjustment (\$-0.55M)
- Planning - Funding Realignment (\$-0.33M)
- Planning - Program Realignment (\$-1.17M)
- Police - Funding Realignment (\$-2.40M)
- PW/Board - Program Realignment (\$0.20M)
- PW/Contract Administration - Program Realignment (\$0.39M)
- PW/Engineering - Clean Water Funding Realignment (\$-0.11M)
- PW/Engineering - Development Services Funding Realignment (\$-0.08M)
- PW/Engineering - Program Realignment (\$5.40M)
- PW/Street Services - Program Realignment (\$0.64M)
- Transportation - Funding Source and Position Realignment (\$0.38M)
- Transportation - Program Realignment (\$4.84M)

Increased Services in the 2013-14 Proposed Budget (\$80.25M)

- Aging - Emergency Alert Response System (\$0.09M)
- Animal Services - Animal License Canvassing (\$0.20M)
- Building and Safety - Residential and Commercial Complaint Services (\$1.29M)
- CAO - Office of Public Accountability (\$1.01M)
- City Attorney - Litigation and Risk Management System (\$0.62M)
- City Clerk - 2015 Primary Nominating and General Municipal Elections (\$16.00M)
- Controller - Outside Audit Resources (\$0.50M)
- Controller - Payroll Resources (\$0.13M)
- Emergency Management - Overtime Funding Adjustment (\$0.01M)
- Fire - Employee Relations Manager - (\$0.15M)
- Fire - Firefighter Recruit Training (\$3.52M)
- Fire - Geographic Bureau Command Structure (\$1.60M)
- Fire - Helitanker Contract (\$0.30M)
- General City Purposes - DWP Pension Audit (\$0.50M)
- General City Purposes - Innovation Fund (\$1.10M)
- General City Purposes - Los Angeles Bi-Annual Homeless Count (\$0.35M)
- General City Purposes - Operation Health Streets (\$3.00M)
- General City Purposes – Police/Fire Dispatch System Consolidation (\$1.29M)
- General City Purposes - Youth Employment Program (\$0.20M)
- General Services - Fuel Station Emergency Generator Support (\$0.13M)
- Information Technology Agency - Disaster Recovery for the Financial Systems (\$0.58M)
- Information Technology Agency - Technical Skills Enhancement (\$0.03M)
- Personnel - Increased Exam Support for DWP (\$0.33M)
- Police - Emergency Vehicle Operations Course Maintenance (\$0.08M)
- Police - Technology-Related Hardware and Contracts (\$5.02M)
- PW/Board - Bureau of Engineering Accounting Support (\$0.07M)
- PW/Contract Administration - Public Infrastructure Project Stabilization (\$0.09M)
- PW/Engineering - Survey Work Equipment (\$0.05M)
- Transportation - Adjudication Office Manager (\$0.06M)
- Transportation - ATSAC Maintenance (\$0.19M)
- Transportation - Emergency Management Equipment (\$0.06M)
- Transportation - Meter Security Support (\$0.07M)
- Transportation - Meter Technology Support (\$0.13M)
- Transportation - Part-Time Traffic Officer Program (\$0.92M)
- Transportation - Part-Time Traffic Officer Program Oversight (\$0.23M)
- Transportation - Transportation Safety Improvements (\$2.50M)
- Unappropriated Balance - Business Process Improvements (\$0.50M)
- Unappropriated Balance - Code for America (\$0.18M)
- Unappropriated Balance - Evidence Property Information Management System (\$4.00M)
- Unappropriated Balance - Fire Recruitment and Selection (\$0.56M)
- Unappropriated Balance - Great Streets (\$0.80M)
- Unappropriated Balance - Healthy Streets - Citywide (\$5.00M)
- Unappropriated Balance - Office of Public Accountability Studies (\$0.75M)
- Unappropriated Balance - Off-site Council and Committee Meetings (\$0.05M)
- Unappropriated Balance - Pavement Preservation (\$8.7M)

- Unappropriated Balance - Personnel Firefighter Hiring Support (\$0.30M)
- Unappropriated Balance - Sidewalk Repairs (\$10.00M)
- Unappropriated Balance - Proactive Conditional Use Permit (\$0.61M)
- Unappropriated Balance - Standards of Cover Analysis (\$0.40M)
- Unappropriated Balance - Supply Management System (\$6.00M)

New Services/New Facility Expenses in the 2014-15 Proposed Budget (\$10.79M)

- Capital Improvement Expenditure Program (\$9.61M)
- City Clerk - Polling Place Accessibility Requirements (\$0.04M)
- Disability - Online Accessibility Training (\$0.03M)
- Fire - Chief Information Officer (\$0.12M)
- Fire - Emergency Medical Services Compliance Audit (\$0.10M)
- Fire - GEMT Administrative Contract (\$0.35M)
- Information Technology Agency - City Open Data (\$0.35M)
- Personnel - Employee Development and Training Program (\$0.19M)

TOTAL BUDGET BALANCING ACTIONS \$242.00M

Discussion and Overall Issue in the Proposed 2014-15 Budget

Beginning on April 29, 2014, and extending for two weeks, the Budget and Finance Committee held nearly 40 hours of public hearings to discuss the Mayor's FY 2014-15 Proposed Budget.

Chairman Krekorian began the hearings by stating that the Budget & Finance Committee will be engaging in a series of hearings over the coming days to carefully review every aspect of the Mayor's Proposed Budget. The Chair stated that the City Administrative Officer (CAO) will address the Committee regarding the longer term implications of the Budget. In addition, the Committee will be hearing from the City's General Managers on the impacts of the budget on City departments and various other aspects of the City's financial operation, as well as staff reports addressing issues discussed during the hearings which only impact the Adopted Budget.

Over the course of the proceedings, the Chair and Members of your Budget and Finance Committee posed numerous questions to staff and requested more detailed reports on additional items, some of which will be addressed after the Budget hearings. The CAO responded in writing with 152 memos to the Committee, and the CAO, Mayor, CLA, and department staff provided verbal responses where appropriate. The hearings also included comments from the general public.

To initiate the Budget discussion the Chair asked the Mayor's Office to present an overview of the FY 2014-15 Proposed Budget entitled "Changing the Conversation." The Mayor's Office advised that the Proposed Budget is the beginning of a move to Performance Budgeting which shifts the emphasis from what money is spent on activities to the output achieved. The Mayor's Office highlighted the Budget's four key areas of focus, determined in part through Budget Town Halls, which are as follows: a Safe City; a Prosperous City; a Livable and Sustainable City; and a Well-Run City Government. The Budget's priorities include strengthening reserves,

reducing crime, reforming the Fire Department, improving the City's economic competitiveness, maintaining or augmenting neighborhood services, avoiding layoffs, and instituting a data-driven culture of innovation and excellence. The Proposed Budget anticipates growth in the General Fund as a result of key tax revenue sources including property and sales tax, Documentary Transfer Tax and Transient Occupancy Tax. However, the presentation highlighted reforms targeted to the City's Business Tax which is anticipated to lead to overall economic growth in the City, but will result in lower Business Tax revenue in the years following FY 2014-15.

The City Administrative Officer (CAO) also addressed the Committee and advised that adoption of the Proposed Budget would set the City on a path to eliminate budgetary deficits by FY 2018-19. The CAO noted that the Budget includes a 54/46 ratio of ongoing versus one-time revenue solutions to solve the City's \$242.0M deficit. Additionally, the CAO stated that the Proposed Budget meets financial policy by funding the Capital Infrastructure Expenditure Program (CIEP) at one percent of the General Fund, and meets the City's Reserve Fund and Budget Stabilization Fund policies. To address the deficit, the FY 14-15 Proposed Budget includes efficiencies, use of one-time revenues and reductions to programs Citywide, but does not target cuts at one single department. The CAO noted that 70 percent of the City's General Fund is devoted to public safety. The Proposed Budget funds Police overtime costs at the same level as FY 2013-14, but at lower levels than previous years. The CAO stated that the City's workforce number will remain flat.

The CLA submitted to the Committee a comprehensive Overview of the FY 2014-15 Proposed Budget. In its report, the CLA notes that the Mayor's FY 2014-15 Proposed Budget begins with a projected deficit of \$242M for FY 2014-15. The CLA summarized the following major components recommended in the Proposed Budget for closing the projected FY 2014-15 deficit:

- The Mayor's Proposed Budget recognizes \$165.6M in expanded revenue, including property, sales, business, utility users, documentary transfer, transient occupancy, and parking users' taxes.
- Included in the revenue projections is a net \$36.7M increase in Documentary Transfer Tax receipts. These are among the most volatile of receipts. Increases in FY 2014-15 are attributed to increasing home prices. It is noted that growth has slowed as sales volume has tapered in 2013-14. Also included is an increase in Sales Tax revenue of \$21.3M, representing 4.6 percent growth in 2014-15.
- The Mayor's Proposed Budget is balanced in large part due to a transfer from the City's Reserve Fund. Through the hard work and fiscal restraint exercised by City leaders during recent years, the City's Reserve Fund had reached its highest level ever, nearly 7 percent of General Fund revenue. The Mayor proposes to transfer \$128.8M from the Reserve Fund to balance the 2014-15 Budget. This is the first time in seven years such a transfer is included in the Proposed Budget. The Proposed Reserve Fund is funded at 5.5 percent, which exceeds the Financial Policy requirement of five percent and is higher than the 2013-14 Adopted Budget amount of 5.37 percent.

- No transfer is made from the Budget Stabilization Fund, leaving the balance in the Fund of \$61.9M, plus interest earned during 2014-15. The Fund was established as a means to mitigate the impacts during years of economic downturn. The recently adopted Budget Stabilization Policy requires transfers into the Fund during years of economic growth, with certain exceptions. This year's projections would have required a transfer into the Fund in the amount of \$25M. However, the CAO notes that no transfer is included inasmuch as the excess revenues are used to comply with the City's capital investment policy.
- One-time savings of \$10.1M above the base level surplus, are transferred from the Special Parking Revenue Fund (SPRF) to balance the Proposed Budget. The total transfer from SPRF to the General Fund is \$30.6M. Use of these funds could impact parking projects intended to be funded in the Department of Transportation Five-Year Plan.
- Other one-time revenue is included from one-time settlement dollars (\$12.8M), a transfer of Council Discretionary Funds (\$7M), Telecommunications Development Account (TDA) transfer (\$5.2M), delayed receipts from the Utility User's Tax Electrical (\$12M) and various other one-time revenue sources.
- The Proposed Budget recognizes adjustments made for Police Overtime (\$65M) and savings related to Pensions and benefits in the amount of \$18.8M.
- The Mayor's Proposed Budget assumes savings resulting from all civilian employees contributing 10 percent toward the civilian health care subsidy.
- Departmental Efficiencies and Reductions are applied in numerous departmental budgets and result in \$29.2M in General Fund savings. Deletions in these categories include the elimination of vacant General Fund position authorities; one-time salary reductions; expense reductions; and reductions to General City Purposes accounts.
- Other changes and adjustments include \$4.5M in additional General Fund expenses and are primary attributable to funding and program realignments.

The FY 2014-15 Proposed Budget anticipates a \$282.1M Reserve Fund, consisting of a \$140.7M Emergency Reserve and a \$141.4M Contingency Reserve. This equates to 5.51 percent of total General Fund revenues of \$5.118B. The FY 2013-14 Adopted Budget Reserve Fund was \$261.1M, which equated to 5.37 percent of General Fund revenues at that time.

Charter Amendment P, approved by the voters in March 2011, requires the establishment of an Emergency Reserve Account that contains no less than 2.75 percent of General Fund receipts, and a separate Contingency Reserve Account in the Reserve Fund. Expenditures from the Reserve Account are limited by Charter Amendment P. Funding in the Contingency Reserve may be used to cover shortfalls in City revenue or pay for unexpected expenses.

The Emergency Reserve Account of \$140.7M in the FY 2014-15 Proposed Budget equates to 2.75 percent of General Fund revenues and, therefore, complies with the requirements of Charter Amendment P. Separate from Charter Amendment P, the City's Reserve Fund Policy provides

for a phase-in of increasingly larger percentages of the General Fund to be deposited into the Reserve Fund, to reach a goal of five percent of General Fund revenues within ten years. A Budget Stabilization Fund (BSF) has also been created as a means to prevent overspending during prosperous years and provide resources to help maintain services during lean years. An initial allocation of \$500,000 was deposited into the fund in FY 2009-10. In addition, the Administrative Code was recently amended which established the requirements for deposits into and withdrawals from the BSF, consistent with Charter Amendment P. One requirement states that a deposit must be made into the BSF in any year where the combined growth rate of the seven major revenue categories exceeds 3.4 percent. This would require a \$25M deposit into the fund relative to positive revenue growth rate, however, the Proposed Budget recommends using this amount to comply with the City's 1 percent CIEP policy. As such, there is no change to the balance of the Budget Stabilization Fund, leaving a remaining balance of approximately \$61.9M plus interest earned in 2014-15. The goal of the CIEP policy is to ensure that, at the minimum, modest investments are made in the City's infrastructure. The goal of the Budget Stabilization Fund is to establish a substantial source of funding for future economic downturns. Furthermore, a historical review of economic trends forecast another recession occurring before the end of the decade. If it becomes common practice to fail to make Budget Stabilization Fund deposits, previous Council actions and future efforts to stabilize the City's economic health in time of trouble may be threatened.

Budget & Finance Committee Hearings

On April 29, 2014, City departments and members of the public began testifying before the Committee on all aspects of the FY 2014-15 Proposed Budget.

The City Controller opened the discussion stating that the focus of the department is R.O.I. — return on investment. In addition, the Controller discussed the Department's efforts to be more transparent as evidenced by the Open Data Portal, which was described as a virtual checkbook of the city, by which staff and the public can view information in an easily navigable online format. The Controller briefly touched on the ongoing review of the City's more than 900 special funds. The Controller additionally applauded the effort to keep the Reserve Fund above five percent of the General Fund and stressed that the five percent should be treated as a floor not a ceiling. The Controller mentioned some important audits currently underway, including LAPD/LAFD Workers Compensation, EMS Billing, and Pension Management Fees. The Controller summarized future improvements to City financial systems, including the payroll system and Supply Management System (SMS). In order to support the revamp of these systems, the Controller reiterated his need for two additional positions. Stating that the department only has 12 auditors, the Controller requested eight new auditor positions. With this increase, the Controller stated that the City will still be well below the auditing staffing levels of other similar sized cities. In order to utilize outside auditing resources, the Controller asked for a re-appropriation of \$500K for this purpose.

The City Attorney appeared before the Committee and discussed the Office's budget restructuring following a significant reduction in the number of prosecutors in the Office. The City Attorney requested five additional prosecutors to enforce the voter-approved Medical Marijuana initiative, Proposition D. The City Attorney committed to address 380 unlawful medical marijuana dispensaries over the next 18 months. The City Attorney also requested five additional prosecutors to address problem properties, gang activity, and neighborhood quality of

life issues as part of the Neighborhood Prosecutor Program. Currently, neighborhood prosecutors are assigned to all LAPD divisions except West Los Angeles, Devonshire, North Hollywood, Rampart, and Southeast. Committee members complimented the change the City Attorney has brought to the office and palpable difference in the Office's relationship with the Council. Members asked for more detail regarding the City Attorney's two requests, as well as information on various other City Attorney operations.

The Director of Finance described for the Committee the Office's operations and responsibilities, noting that seven positions were being eliminated from the department, which could require the closure of the Hollywood public counter office. The Director also discussed the expansion of online business tax renewals, an increase in bank fees that results from credit and debit card payments, and a new Treasury Management System. Members asked about the impact of past business tax incentive programs, compliance with the security requirements for credit and debit cards, and the possibility of requiring revenue control equipment at City parking lots. The Committee asked Finance to prioritize its efforts to achieve security compliance because of the possible of fines and penalties for any security breaches.

The General Manager of LACERS noted that the City's investment portfolio is performing well, with investment returns exceeding 13 percent this fiscal year, which will help to mitigate prior year's losses. The General Manager described the department's current effort to implement a new pension administration computer system, a total process reengineering project to help improve efficiency in benefits processing, and noted that their recent audit found LACERS operations to be transparent. The Committee discussed with the General Manager the true-up process for estimated City contributions to the City, and the impact of the new retirement Tier for new employees. Members also asked LACERS to describe their efforts to help control benefit costs, including more passive investment management activities and fee reductions.

Fire and Police Pension's General Manager noted the department's concerted efforts to reduce investment management costs to get a better value for members, and efforts to improve the department's operations. The General Manager explained the components that go into the overall rate of return for the Pension system, noting that they are currently undertaking an experience study in which the actuary is reviewing the CPI component of the rate of return to determine if it should be adjusted. Questions were asked regarding the possible consolidation the LACERS and Pension Systems administrative functions.

For both LACERS and Pensions, the Chair asked the respective General Managers to submit reports showing their funds' annualized investment returns for the last 20 and 30 years, and each system's best and worst performing years for those same time periods.

During discussion of the Fire Department's budget, the Committee reviewed the Department's staffing resources and the proposal to reconfigure the Department's operations into four geographic bureaus. The Committee emphasized its support for ongoing initiatives such as FireStatLA for measuring and analyzing the Department's response times, and a proposed false alarm fee program to minimize the number of recurring false alarms that occur citywide. The Committee discussed the ambulance augmentation plan and whether this plan can continue without receiving funding for the entire fiscal year. The Committee also expressed the need to

measure the effectiveness of the ambulance augmentation plan to be able to make informed decisions going forward. The Fire Department highlighted the need for a Standards of Cover document which will enable deployment decisions to be more effective in conjunction with FireStatLA. The Committee also asked for additional information and analysis relative to the proposed consolidation of the City's public safety dispatch operations.

The General Manager of the Animal Services Department advised that additional funding was needed for food and medical supplies to operate the shelters at current impounding rates and in accordance with State laws, otherwise, the current funding levels would result in closing of a shelter and additional animal euthanizations. A deleted Clerk Typist position was requested to be restored to the Budget to support current staffing needs. The Committee discussed the unique partnership with Best Friends Animal Society to operate the Northeast Valley Animal Shelter, and how that partnership would not be replicated easily. The Committee also discussed the Department's efforts to work with DWP to identify households with unlicensed dogs, and steps the Department takes to ensure City shelter dogs eligible for adoption are not vicious.

In describing the FY 2014-15 Proposed Budget as a no-growth budget, the Department of Recreation and Parks' General Manager explained that although its Charter-mandated appropriation was increased by over \$7M, Cost of Living Adjustments (COLA) total \$6M, and the remaining \$1M is allocated to New and Expanded Facilities and five Park Ranger positions. The Department discussed various concerns, including the lack of funding for programming and maintenance of four Housing Authority of the City of Los Angeles (HACLA) sites, the deletion of 67 vacant positions, the loss of federal Community Development Block Grant funding, and the increases in charge backs to the General Fund. The General Manager expressed the need for discussions with City staff and policy makers about the future of the Department to continue the level of programming and service, especially in low-income areas where residents cannot afford market-rate fees. The Committee thanked the Department for continuing to make strides with water conservation with greater stormwater management and drought tolerant landscaping. Each Committee member discussed specific projects and locations with the Department including Chatsworth Park South, Robertson Recreation Center, Los Angeles River Revitalization, South Park and Venice Beach. In closing, the General Manager explained in order for the Department to function as a proprietary department, a ballot measure to increase resources or a decrease in charge backs would need to be implemented since there are approximately \$20M in General Fund costs that are not reimbursed. In addition, the Department would need a long range plan to prioritize staffing levels, core services, revenue generating measures, and a capital improvement investment which would reduce maintenance costs.

The Library Department reported that FY 2014-15 is the fourth and final year of Measure L. The Library's Charter-mandated appropriation increase to 0.03 percent of assessed value of all City property will be the final increase in accordance with Measure L. The General Manager explained that the Department will be fully responsible for the payment of all its related costs, including MICLA debt reimbursement. The need for the Library to be under the managed hiring process was questioned by Council and the CAO and CLA committed to working with the Department to ensure that requests would be expedited. The Library also discussed how the Library system is changing into a learning institution, workforce development center, and community gathering place. In addition, physical transitions from areas with stacked books to digital learning labs are necessary as new technology continues to emerge. In addition, the

Library explained its need for additional security at all branch libraries and the collaboration with LAPD to prioritize locations and levels of service.

The General Manager of the Department of General Services provided opening remarks and noted the department's 34 percent reduction in staffing. The General Manager also highlighted some of the department's recent accomplishments, including 41 energy conservation projects, which will result in a \$1.2M savings, as well as the reverse auction program, which is anticipated to result in a \$9M savings over the next five years. The Committee discussed the Department's Leasing Account and the Petroleum Account. The Vehicle Management System project was discussed as well as the status of the Los Angeles Mall. The Committee further discussed the prioritization of fleet vehicles/equipment repairs for other departments and requested a report on the status of vehicles that are inoperable or awaiting repair. The Committee inquired about non-profit organizations at City facilities and requested a report on costs to the City. The Committee closed its discussion by emphasizing the importance of water conservation and installing water-saving devices at all City facilities.

The General Manager of the Information Technology Agency provided opening comments and highlighted some of the Department's new projects, including a performance-based budgeting module, open data initiative/website, a web content management site, and an offsite solution for a disaster recovery system. The General Manager also noted the recent study that was completed by an IT strategic advisor which revealed the City's actual IT expenditures and critical areas that require City investment. The Committee discussed the 3-1-1 Call Center and requested a report on the expansion of operation hours. The General Manager discussed the City's digital inclusion initiative and responded to the Committee's questions regarding the proposed removal of a major mainframe, which would save the City money by utilizing cloud computing and eliminating the need for hardware maintenance. The Committee also discussed the Department's student internship program, cyber security network, and the importance of promoting the open data initiative to the general public.

The General Manager of the Personnel Department discussed the challenges the City's hiring needs pose to the department given an estimated 30 percent reduction to Personnel staff in recent years. The General Manager noted 28,000 applications were received in only three days for a recently opened customer service examination. There are 140 exams in the queue and Personnel continues to receive approximately six new exams per month. Staff advised that about half of the Department's workload is related to DWP hiring which also provides salary reimbursement. Hiring needs for the Los Angeles Fire Department was also discussed, with consideration given to a study being conducted by the RAND Corporation to improve the process of hiring firefighters which was noted to be the most competitive exam in the City. The Committee discussed Personnel's Budget Letter request to add a Senior Personnel Analyst funded by the Department of Building of Safety. The consolidation of Human Resources functions was reported to be making progress and training has been provided to analysts and managers.

The Committee also discussed the FLEX Benefits and Workers' Compensation Programs, including the fact that the Proposed Budget assumes civilian employees will pay 10 percent of premium costs.

Discussions of the Board of Public Works' budget began with a brief review of the responsibilities of the Public Works Board. The President of the Board indicated that the Board will work hard to maintain existing levels of service, to the extent possible, despite a 39 percent overall funding reduction over the last few years. Committee members asked various questions pertaining to the reduction in graffiti abatement services due to the \$1.0M reduction in the Proposed Budget for this activity.

The Bureau of Sanitation stated that due to the recent changes in Municipal Separate Storm Sewer System (MS4) permit requirements, the City has seen, and will continue to see, an increase in workload associated with the City's watershed protection program. Additionally, the Bureau discussed the new line in the Proposed Budget for a Healthy Streets program. The Committee discussed various issues related to the financial sustainability of the watershed protection program and potential solutions to the increasing regulatory requirements, and also discussed additional issues associated with the Healthy Streets program.

The Bureau of Street Services reported that the Proposed Budget provides funding to repair 2,200 lane miles of roadway in the Pavement Preservation Program, with a goal of achieving 2,400 lane miles through operational efficiencies. The Committee requested additional information on how the Bureau would achieve the 2,400 lane mile goal without impacting other services or reducing the effectiveness of the Program. The Bureau noted that the Proposed Budget does not provide funding to continue the bi-weekly median island maintenance activities. The Committee discussed tree trimming activities and the Bureau's prioritization of service requests. The Committee also discussed sidewalk repairs and how the City can provide different types of repairs for a balanced approach. The Bureau noted that they are testing new materials and examining new staff deployment strategies that could reduce overtime activities.

In discussing the Police Department's budget, the Committee first addressed the size of the sworn overtime bank, which is valued at approximately \$117M. The Chief of Police noted various efforts to manage the overtime bank as a budgetary liability and to reduce the amount of overtime hours worked by police officers. Committee members expressed concern about the effects of the overtime bank on deployment, since officers are forced to take time off once they reach the bank limit, which reduces the Department's overall effective deployment level. The Committee also scrutinized the current jail staffing plan, in which newly hired police officers serve a temporary rotation by staffing the jails in lieu of hiring detention officers for this purpose. With the identified impacts on overall deployment, Committee members also addressed these issues in the context of continuing officer hiring at the same rate as in past fiscal years. The Committee reviewed individual performance metrics identified in the Proposed Budget for the Police Department, and members expressed interest in creating new, additional metrics to aid future decision-making.

The Bureau of Engineering discussed the need to fill vacancies for the numerous staff who will be retiring. The Committee requested information on reinstating several positions that the Bureau stated were critical and the impact of deleting several vacant positions. The Committee requested information on the bridge program and whether an enterprise fund for case processing makes sense.

The Bureau of Street Lighting provided details on new, proactive measures included in the Proposed Budget to address the ongoing problem of copper wire theft. The Bureau noted that no funding is provided in the Proposed Budget for the continuation of the high voltage/fire hydrant conflict work. The Committee discussed funding for tree trimming and the possibility of using some of this funding to continue the utility conflict work. The Bureau noted that the Proposed Budget includes funding to continue the community outreach work that will be done in FY2014-15 relative to a citywide district lighting assessment.

The Bureau of Contract Administration began with a review of the Bureau's responsibilities, which include administering contracts and permits for public works projects. The Bureau indicated that despite funding reductions over the past few years, they remain committed to focusing on quality service. Committee members discussed issues related to living wage enforcement with contractors, and potential service impacts due to the deletion of vacant inspector positions for the Los Angeles International Airport.

The Department of Cultural Affairs (DCA) explained that the Mayor's Proposed Budget maintains current staffing levels, and due to the City's financial constraints, DCA did not request additional changes. The General Manager described the difference between: (1) the Arts and Cultural Facilities and Services Trust Fund, which includes the Transit Occupancy Tax (TOT), DCA's primary revenue source for staffing, related costs and appropriations to other departments; and (2) and the Arts Development Fee Trust Fund (ADTF). The Committee discussed the need for changes to the ADTF and the ability to spend its funds, and the General Manager reported that City staff is currently working to broaden the ADTF's restrictions on location and types of programs and projects where the funds can be spent. DCA also described the extensive art program at the Los Angeles International Airport. When asked about the newly proposed Innovation Fund and the Department's allocation to the fund, the General Manager explained that the details are unknown at this time.

The Department of Transportation's General Manager stated that there are strategic and tactical issues in the Department that need to be addressed, specifically, upgrading of the aging ATSC system and improvement of the interdepartmental coordination to design and restripe streets. The Committee considered the restriping activities and whether the Department can keep pace with the proposed FY 2014-15 Pavement Preservation Program's resurfacing activities. The Committee discussed staffing levels, particularly for the West Los Angeles district office. Additionally, the Committee considered whether resources in the FY 2014-15 Proposed Budget are dedicated to the City's priorities, including active transportation functions, such as pedestrian and bicycle programs and projects. The Department acknowledged the structural deficits in the Proposition C and Measure R funds and the Committee requested further information on recommendations to address this situation. The Committee also discussed the proposed expansion of the part-time traffic officer program, which began in FY 2011-12.

Relative to the Special Parking Revenue Fund (SPRF), the Committee discussed potential impacts to the Five-Year Operations and Maintenance Plan for the City's off-street parking facilities and parking meter system to achieve the \$35.1M surplus transfer to the Reserve Fund.

The Planning Department reported that the Proposed Budget increases the size of the workforce from 301 to 325. The department reported that the budget allows for the expansion of the Urban Design Studio, the launch of the Zoning Compliance Division, and the implementation of the development reform initiatives. The budget continues the “re:code LA” program, the goal of which is to update the City’s aging zoning code. The department stressed that the budget also allows for work on Community Plans, Transit-Oriented Neighborhood Plans, and builds on the \$12M the departments received from outside grants. The department requested an additional four positions (\$380K) for the Neighborhood Conservation Program to continue to tackle the Historic Preservation Overlay Zones (HPOZ) backlog of 15 zones spanning nine Council Districts. These positions will also be used to amend the mansionization ordinance, and to possibly sunset some of the bonus provisions to make the ordinance more stringent. The department further requests two positions and funding for consultant studies for the Environmental Policy Unit to amend out of date CEQA thresholds. The department explained that since the dissolution of the Environmental Affairs Department, no one department is in charge of CEQA, and the Planning Department wants to assume this responsibility. The department reported that these out-of-date thresholds leave the City vulnerable to legal challenges and updating them will strengthen the City’s defense of its planning actions. While the department praised the presence of City Attorneys at Area Planning Commissions, it questioned if the special fund used to fund these services was appropriate. In conclusion, the department requested that the Sign Unit’s funds be carried over into the FY 2014-15 Budget.

The Department of Building and Safety stated that the proposed budget will improve the department’s Development Services and Code Enforcement Operations activities. The department stated that the additional resources provided by the proposed budget will improve the department in four areas: 1) provide more resources in Council Districts, 2) reduce complaint response times from 25 days to 15 days, 3) raise response priority for Historical Preservation Overlay Zones (HPOZs) and Specific Plans, and 4) provide proactive enforcement for Conditional Use projects. The department added that it is projected that the new construction valuation for 2014 is \$4.7B, an increase of 33 percent over last year—signifying that the City is experiencing a dramatic uptick in construction. In order to improve customer service, the department is working on the implementation of a 50 point plan. The department reported that the call center is understaffed, based on the fact that the call center receives 12,000 calls/month answered by only three Clerk Typists. While the department’s goal is to answer 100 percent of calls within two minutes, the department reported that only 64 percent of these calls meet this deadline. Therefore, the department requested that the Committee provide it with two additional Clerk Typists to support the call center. The department further requested a Bureau Chief position to head a reorganized Information Technology bureau and an Office Engineering Technician to support the new consolidated solar program.

With the Emergency Management Department, the Committee reviewed the increase in funding in the Emergency Operations Fund for various hardware and software upgrades. The Department noted the types of community emergency preparedness initiatives being developed, and also the types of training conducted over the past year. The Committee indicated the need for emergency preparedness training at the City’s proprietary departments, in addition to Council-controlled departments. The Committee also reviewed the types of grant programs that are eligible to the Department for emergency planning and response activities.

The General Manager for the Economic and Workforce Development Department explained the Department's request for a General Fund allocation for additional economic development positions since there are limitations associated with grant-funded administration costs. In addition, Workforce Investment Act funds cannot be used to fund economic development administration. The Committee requested additional information regarding a general plan for developing an economic development strategy which should include consideration of disadvantaged districts that were not previously designated as redevelopment areas or are surrounded by wealthy areas, such as Westwood Village. The Department reported that the costs to move the Business Improvement District (BID) program from the City Clerk to the Department would require an additional \$400,000 in funding that could not be absorbed by the Department. The General Manager stressed the importance of funding for economic development positions as soon as possible because waiting an additional year creates a primarily workforce development department with limited resources for economic development.

The Housing and Community Investment Department (HCID) began its budget presentation by providing an overview of the department's functions, which include overseeing 19 Family Source Centers, 12 Domestic Violence Shelters, administering the HUD Consolidation Plan, a \$1.8B loan portfolio, the covenants of 43,000 Affordable Housing units, the code enforcement of 760,000 multifamily housing units, enforcement of the Rent Stabilization Ordinance (638,000 units), and management of the Affordability Housing Program, among other responsibilities. The department stated that at its core it is a neighborhood community developer. The department provided a breakdown of a variety of its initiatives, including of the Gateway to Green program, which will provide multifamily housing with energy efficiency inspections; the redesign of the social service delivery model to align with HUD's Neighborhood Revitalization Strategy and the Mayor's Great Streets program; the placement of LAUSD social workers in Family Source Centers; and, the revamp of the department's website. The department concluded by explaining the HUD Community Based Development Organization (CBDO) issue, which resulted in the loss of funding for several organizations that used to receive funding from the Consolidation Plan.

The hearing of the Convention Center's budget began with highlights of changes that the Convention Center has experienced such as the operations and management agreement with the Anschutz Entertainment Group (AEG). The General Manager of the Department also addressed an issue raised in their supplemental letter to the Budget and Finance Committee, which pertains to a five-year Capital Improvement Plan. Committee members asked a variety of questions regarding employee placement during the change of management structure and financing related to the Capital Improvement Plan.

El Pueblo reported that its revenue target for FY 2014-15 is \$4.75M. The El Pueblo budget funds the direct and indirect costs of 30 full time employees and the direct costs of 30 part time employees. The department reports that its revenue is derived from parking, rent, and special events. The department provided some highlights of its budget, noting that the budget provides \$285K in TOT funding to be used for museum guides and \$60K for filming and event support. The department further provided an update on the Italian Hall, which is being refurbished by the department for use as a museum. The department is currently negotiating with the Historic Italian Hall Foundation, which will provide tenant improvements to the building. Responding to questions by the Committee, the department provided an update of the leases on the monument.

The Zoo Department explained that since 2008, the Department has closed budget gaps with the Zoo Enterprise Trust Fund which will be exhausted in FY 2014-15. The Department also requested an exemption from managed hiring and discussed the maintenance issues that occur with an aging infrastructure and buildings that were built predominantly in the mid-1960s. The Committee expressed concerns about maintaining the proper pricing ratios between gate admission and membership prices, and whether the current ratios are linked to optimize revenue for the Greater Los Angeles Zoo Association (GLAZA) or the General Fund. The Zoo's Assistant General Manager explained that the \$1 admission increase would most likely not affect attendance this upcoming year. However, she noted that if the price continues to rise above \$20, it may affect attendance and the ability for visitors to spend money on paid activities and souvenirs inside the Zoo. The opening of the new Rainforest of the Americas exhibit was discussed, and the Department and Committee were hopeful that it would bring in additional visitors. The Committee requested information on the cost benefit to providing resident discounts with resident-only admission lines and/or advance ticket purchasing. In addition, the Committee requested that the Zoo Department clarify the terms of the Marketing Memorandum of Understanding (MOU) with GLAZA and the Zoo's Business and Marketing Plan.

The General Manager of the Department of Aging provided opening remarks about the department's programs and services and noted that FY 2013-14 was challenging due to the federal government's sequestration cuts; however, the 2013-14 Adopted Budget provided gap funding that was able to support meal assistance programs and save over 100,000 senior meals. The General Manager indicated that the 2014-15 Proposed Budget did not include funding for evidence based service programs, a mini multi-purpose center in Hollywood, and sequestration gap funding. The General Manager also clarified the difference between restoring funding to maintain services and increasing funding to keep up with increasing demands and cost of living. The Committee discussed the importance of partnering with interfaith and non-profit organizations to leverage available resources and help the City to provide services to the senior population.

The Committee discussed the requirements and funding resources needed to restore each of the five requests included in the Department of Disability's Budget Letter. The requests included the following: add a position relative to Americans With Disability Act (ADA) compliance; restore staff to the AIDS Coordinator's Office; and fully fund staff of the Computerized Information Center which, if not provided, would not allow the program to function. Further, the Committee addressed funding for sign language interpreting and captioning services, as well as expanding citywide the Department's video conferencing capabilities to be provided in Police stations. The Committee also discussed the City's liability resulting from disability lawsuits, and training City employees on ADA compliance and emergency preparedness.

For the Department of Neighborhood Empowerment, the Committee discussed the Department's Budget letter requests for the following: regular authority for one Project Coordinator to staff the new peer grievance panel system to assist Neighborhood Council Administrative Services; regular authority for two Project Assistants and \$185,000 in funding to support the Department's ongoing and expansion of Neighborhood Council outreach services, to build a digital platform, and a Request For Proposal relative to online voting for future year NC elections. The Committee discussed challenges to administering Neighborhood Council elections and reasons

for low voter turnout in some areas. Despite some challenges, including a 20 percent reduction in funding to the Department, the Committee noted the reengagement of the public in the neighborhood empowerment movement including increases to voter turnout by over 35 percent from last year. The Department stressed the importance and stated the challenges to recruit board member alumni to mentor and train current members. The Committee also discussed voter eligibility required to participate in neighborhood Council elections.

The Chair noted that, during his tenure as Chair, the Coalition of City Unions has been offered the opportunity to formally present its findings and recommendations on the Mayor's Proposed Budget directly to the Budget & Finance Committee. Coalition representatives presented their report entitled "A Balanced Plan to Fix LA." The Coalition stated that their report and recommendations are based on three basic principles: 1) Maximize revenues before making cuts. 2) Make restoring services to pre-recession levels a priority; and, 3) Work to provide good jobs for all Angelenos. Coalition representatives gave detailed presentations on various cost savings options, such as reducing bank and investment fees, as well as the need to invest in workforce development through creation of good jobs throughout the City.

The Executive Director of the Ethics Commission discussed the need to regularize two positions to assist in auditing approximately 100 campaign committees involved in City and LAUSD elections. The Executive Director also noted that regular authority is desired to ensure existing staff auditing expertise is maintained and that all of the audits are completed by established deadline. The Committee discussed the newly passed ordinance that requires adequate staffing and funding be provided to the Ethics Commission to create, maintain and update a public database that tracks all City contracts, contractors and bidders. The Committee also discussed the Commission's efforts to receive funding to recover costs associated with performing LAUSD election duties.

The Interim City Clerk highlighted various portions of her letter to the Budget and Finance Committee, including a review of election funding and functions, and unfunded items. Further, discussion of the City Clerk's election-related budget issues were raised, such as Los Angeles Unified School District and Los Angeles Community College District election reimbursements, funding for non-Federally-mandated languages, and increasing early voting location opportunities.

A general discussion of the City Administrative Officer's budget was discussed, and the need for as-needed funding for interns was addressed. Committee members asked questions pertaining to the Department of Water and Power studies on demand elasticity and benchmarking, citywide revenue collection efforts by the Inspector General, and performance based budgeting. Additionally, a question arose relative to the feasibility of establishing a grants management unit in the Office of the City Administrative Officer.

The CAO presented the General City Purposes (GCP) budget, noting that the Proposed Budget allocates \$103.7M to GCP, an increase of 0.9 percent from FY 2013-14. The CAO explained that the GCP funds special costs and services either not assigned to specific departments or shared citywide. The Committee engaged the CAO with a variety of questions on the programs funded by GCP. Notably, the Committee discussed senior meals, Police/Fire dispatch consolidation, the proposed Innovation Fund, technology improvements at LAHSA, the GRYD

program, the DART program, and the San Fernando Council of Governments. The Mayor's Office provided additional insight to these discussions.

The CAO presented each of the proposed allocations in the 2014-15 Unappropriated Balance. Committee members asked detailed questions of the CAO regarding each item, asking for an explanation of the proposed allocation for Code for America, the anticipated plan for allocating a portion of the Healthy Streets-Citywide funds to Venice, and the Pavement Preservation Program. Committee members asked for reports on the possibility of moving certain items out of the Unappropriated Balance into the City departments.

The CAO noted that the proposed Reserve Fund is \$282.1M which equates to 5.51 percent of General Fund Revenues, which exceeds the City's Financial Policy goal of 5 percent. The Reserve Fund includes \$140.7M in an Emergency Fund and \$141.3M in a Contingency Fund. The Committee discussed the 'optimum' level for the City's Reserve Fund. The CAO noted that they may be recommending that the City establish a new goal of 10 percent for the cumulative total for the Reserve Fund accounts, the Budget Stabilization Fund and the Unappropriated Balance Reserve for Economic Uncertainties. When asked by the Chair, the CAO noted the importance of a strong Reserve Fund, as shown by the fact that the economic collapse in 2008 resulted in an overall 4 percent drop in City revenues, which caused the City's Reserve Fund to drop from 5 percent to 2.91 percent in a matter of months.

Staff from the CAO's office discussed the City's MICLA program, through which the City issues non-voter-approved debt. This program is administered by the CAO through the Capital Finance Administration Program. The 2014-15 Proposed Budget recommends a \$240M budget allocation in the Capital Finance Administration Fund. The CAO also notes that the Proposed Budget recommends establishing a new Commercial Paper program for Convention Center projects. Members asked about the recently requested upgrades at the Convention Center and how to move forward with those upgrades with or without a stadium. The CAO clarified that the requested upgrades will stay intact regardless of which plan is pursued. Members also asked the CAO to explore using MICLA to purchase "virtual infrastructure" for information technology needs, in addition to the one percent set-aside for physical infrastructure.

The CAO provided opening remarks and stated that the FY 2014-15 Capital Improvement Expenditure Program (CIEP) budget is \$209.3M, which is an increase of \$8.5M from 2013-14. The General Fund allocation is reduced and the special funds allocation is increased. The bulk of the increases are in the Clean Water Program. The Committee discussed at length the New Civic Center Building line item under the Municipal Facilities portion of the CIEP. The CAO explained that the primary goal of this project is to reduce City lease costs. In addition, there is a long term vision for redeveloping the civic center, including the Los Angeles Mall, and incorporating the Little Tokyo community into a larger master plan. The Committee also discussed the importance of balancing a strategic capital improvement plan with critical projects and immediate needs (e.g. failing infrastructure, nuisance, blight).

A representative of the CAO described the proposed Tax and Revenue Anticipation Notes (TRAN). The CAO states that the City issues a TRAN to provide for principal and interest payments for short term notes totaling \$1.05B in 2014-15. According to the CAO, issuing a TRAN allows the City to prepay the City's LACERS and pensions obligations by July 15th to

generate \$35.6M in savings for the City. Issuing a TRAN also alleviates the City's cash flow deficits early in the fiscal year. The Committee asked the CAO to report on the fees that the City has paid over the last five and ten years when issuing these TRANs.

Staff from the CAO's office gave a brief overview of each of the instructions in Exhibit H that are necessary to effectuate the 2014-15 Budget. The Chair suggested that Committee members keep in mind that Exhibit H is primarily intended to set forth administrative actions to facilitate the actual implementation of the Budget, rather than as a repository for policy initiatives, which is within the jurisdiction of the Council's legislative process. Members discussed the instructions in Exhibit H regarding Business Tax reductions, and requested a staff report on various proposals. Members also discussed the mechanics of the proposed Innovations Fund, and the instructions regarding development of an economic development model. The Committee referred to the Council's Policy Committee the provisions in Exhibit H regarding the license notification requirements for veterinarians.

Budget and Finance Committee Recommendation

On May 13, 2014, the CLA presented to your Budget and Finance Committee a report outlining recommended changes to the Mayor's Proposed Budget for FY 2014-15. The changes were in response to specific directions from the Committee and instructions to the CLA's Office to evaluate areas of concern and provide recommendations to address those issues.

The CLA indicated that the Mayor's Proposed Budget, recognizes a total FY 2014-15 deficit of \$242M. This amount is \$26.5M more than the \$215.5M General Fund deficit the City faced in the 2013-14 Budget, and \$83M more than the projected 2014-15 deficit from one year ago. However, the City continues to face budgetary pressures in FY 2015-16 and beyond. The City Administrative Officer (CAO) projects a General Fund budget deficits of \$165M in FY 2015-16, \$187M in FY 2016-17 and \$74M in 2017-18. Structural balance is not anticipated until 2018-19. It is essential that the City aggressively seek to reduce these deficits throughout 2014-15 and in future budgets to achieve structural balance as quickly as possible.

The CLA noted revenue projections contained in the Mayor's Proposed Budget appear reasonable and reflect the continued economic recovery. However, some revenue sources can be volatile and, with significant projected deficits in future years, the CLA urges careful monitoring of a few revenue sources that may pose greater risk to the City, such as the Documentary Transfer Tax which is difficult to predict beyond the near term, and the Communication's Users' Tax (CUT) which recent projections may be short by approximately \$12.0M.

The following risk factors confronting the Proposed Budget are highlighted in the CLA report:

Cost of Living Adjustments (COLA) – Consistent with the assumptions contained in the 2013-14 Budget, the proposed 2014-15 Budget and the projected budget gaps in subsequent fiscal years assume no COLAs for any civilian and sworn employees. Since the vast majority of the General Fund budget is salary related, in order to meet or improve upon the projected future deficits discussed above, the City will have to control salary costs over the next several years.

Police Overtime – As discussed above, one proposed Budget balancing action is the elimination of a planned cash payment of \$65M in LAPD overtime. The current LAPD overtime bank liability is approximately \$115M and additional overtime is accrued annually. LAPD management has worked diligently to try and control increases in the bank through schedule management, but that has resulted in a reduction of officers on duty. As was discussed repeatedly by the Committee in its hearings, over the next few years the City must begin to materially invest in paying down the existing LAPD overtime bank and paying future overtime in cash to avoid a significant liability in the future.

Economic Downturn – Most economists predict a continued recovery for the coming year as well as a strengthening European economy. However, given the fact that we expect structural deficits until the end of the decade, the City must strive to reach structural balance as quickly as possible and prepare for the inevitable economic downturn.

Since the Great Depression which ended in 1933, the nation has experienced 13 economic recessions (defined as a reduction in Gross Domestic Product (GDP)). Clearly, the causes, duration and severity of the recessions have varied widely, with the Great Recession from 2007 through 2009 being the most severe. The average time between recessions has been five years, and the longest interval between recessions has been 10 years. The Great Recession officially ended in June 2009, so we are now at the average interval at which another recession has occurred over the last 81 years. By the end of the decade we will be at an interval nearly equal to the longest interval between recessions during that time.

It must be kept in mind that the City faces financial pressure as a result of an economic slowdown that is not technically a recession. Even with GDP expansion, if City revenue growth is less than projected it is very difficult to slow expenditure growth to bring revenues and expenditures in line. There are factors over the relative short-term which could impact the rate of growth. For example, many economists are closely monitoring the situation in Ukraine. If tensions escalate and additional sanctions are placed on Russia, particularly in the energy sector, many believe that retaliation by Russia could cause another recession in Europe which is heavily dependent on Russian oil and gas. That, in and of itself, would probably not cause the US economy to fall into another recession but there is a high likelihood that such an event would slow the US economy. Debate has also begun on whether we are experiencing another “tech bubble” similar to what occurred in the early 2000s which, when it burst, began a stock market slide that lasted through most of the decade.

Of course, the timing and severity of any economic downturn cannot be predicted. However, given the length of the current economic recovery and our history over nearly the last century, it is important for the City to aggressively prepare for another recession by redoubling its efforts to control ongoing expenditures, seeking additional sources of ongoing revenue, and making every effort to grow the Budget Stabilization Fund so that there is a source of funding to offset the inevitable revenue downturn that will occur at some point.

The CLA recommended a variety of changes to the Proposed Budget, including:

- A net revenue increase of \$22M is recognized. This is primarily comprised of \$14.5M in additional Property Tax receipts, an additional \$7.1M in Electric Users Tax based on revised power sales, \$4M in additional reversions and loan repayments and a \$5.75M decrease in Communication's Users' Tax receipts as discussed above.
- An expenditure reduction of \$4.2M is recognized in the Human Resources Benefits Fund based on revised premium projections.
- A \$1.3M reduction in Fire and Police pension payments is included based on budgeted sworn salaries.
- Adjustments have been made in General City Purposes to reflect the Mayor's proposed reallocation of funds.
- Funding is added for outside counsel to support the Los Angeles Community Broadband Network.
- Funding is restored for Citywide median maintenance.
- A variety of add/deletes are included with no net impact on the budget to reflect funding priorities identified by the Committee and to make technical corrections to the Proposed Budget.

On May 13th, 2014, the Committee considered the proposals in the CLA Recommended Changes Report and took numerous actions, which included the following major changes:

- Provide four months funding in the amount of \$3.34M from the Unappropriated Balance: Reserve for Economic Uncertainties for the Ambulance Augmentation Program. Funding is provided to ensure six months ambulance deployment program funding pending an updated plan to be presented by the Fire Department.
- Provide \$3M in funding from the Unappropriated Balance: Reserve for Economic Uncertainties to hire one additional class of firefighters.
- Expand the Lifeline subsidy eligibility list from 51,400 to 52,000 customers. Cost of the program is \$75,000 to be funded from the \$400,000 line item in the Unappropriated Balance.
- Provide funding to the City Attorney to hire eight additional Neighborhood Prosecutors.
- Designate \$2M in the Unappropriated Balance for Tree Trimming pending a report from the Board of Public Works and Bureau of Street Services. Instruct those departments to review and report on reducing contracting costs including reducing base bid amounts in RFPs.

- Revert \$2.5M from the Police Department's FY 2014-15 hiring Budget to the Unappropriated Balance relative to the Department's hiring needs in the second half of the upcoming fiscal year.
- Add Resolution authority and full year funding in the Department of Building and Safety for two exempt Project Assistants and one non-exempt Management Analyst II. Funding to be provided through the Building Permit Enterprise Fund.
- Add Resolution authority for seven positions within the Information Technology Agency.
- Provide resolution authority for two positions for the Planning Department's Environmental Planning Group.
- Make various technical adjustments.

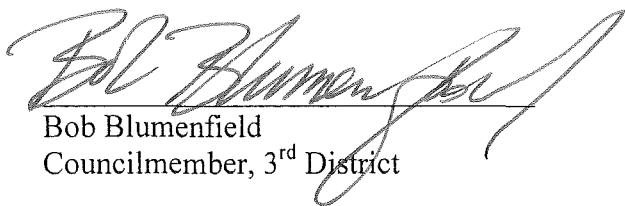
Your Budget and Finance Committee unanimously approved the majority of the CLA's recommended changes to the Mayor's Proposed Budget, with the amendments described above and noted on Attachment 1. With the above changes, the Budget Stabilization Fund increased from \$62.376M to \$64.376M and the Reserve Fund increased from \$282.113M to \$284.113M. The Committee now forwards these recommendations to the City Council for consideration.

Respectfully submitted,

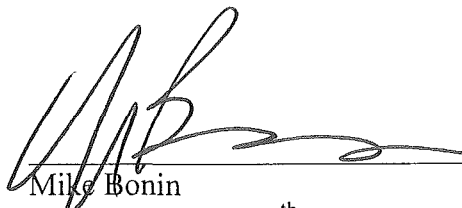


Paul Krekorian, Chair
Budget and Finance Committee

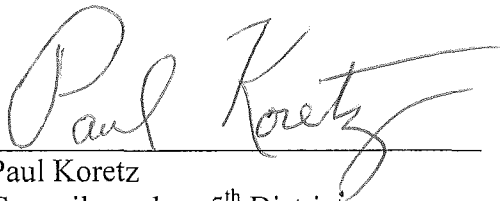
Mitchell Englander
Councilmember, 12th District



Bob Blumenfield
Councilmember, 3rd District



Mike Bonin
Councilmember, 11th District



Paul Koretz
Councilmember, 5th District

**Budget and Finance Committee Recommendations on
the Fiscal Year 2014-15 Proposed Budget**

That the City Council (Recommendations 1-12, 84-91, 124-125 and R1-R230)

Global Recommendations

1. Labor Negotiations: Discussions with bargaining units have resulted in agreements which have made structural improvements to the City's budget. The City Administrative Officer should continue these negotiations with instruction from the Executive Employee Relations Committee and develop solutions which balance the need to reduce costs in the short-term, but not at the expense of long-term impacts on future year costs, including the pension funds. Much progress has been made recently with our labor partners in this regard. Opportunities to continue this momentum will be present over the course of the next few months and into the coming year.
2. Infrastructure: The Budget and Finance Committee expressed concern regarding the years of deferred capital infrastructure improvements and the lack of a long-term infrastructure plan. Our recommendations include the addition of funding for some higher priority capital items identified by Committee members. These include modest increases in funding for maintenance of City facilities, one-time technology needs and longer term plans for improvements to parks and facilities, including technological improvements.
3. Performance Metrics: The 2014-15 Proposed Budget includes various performance metrics and other measurements intended to help transition to a performance budget in future fiscal years. These metrics will be central to the departmental allocation of resources and achievement of certain priority outcomes. As such, it is critical that the City Council's respective Policy Committees thoroughly review each of the draft performance metrics included in the Mayor's Proposed Budget and, where appropriate, recommend modified, substitute, or additional metrics for use in measuring department's performance in the future. The City Clerk, with the assistance of the Chief Legislative Analyst and the City Administrative Officer, is instructed to communicate to the appropriate Policy Committee(s) and to the Budget and Finance Committee each of the performance metrics included in the 2014-15 Proposed Budget, as well as all performance metrics requested in Special Studies, and request a report to the Council regarding the outcome of their reviews.
4. Hiring: Continue a modified "Hiring Freeze" effective upon adoption of the 2014-15 Budget. The Chief Legislative Analyst and the City Administrative Officer will make recommendations to the Council prior to the end of the current fiscal year with a modified approach to Managed Hiring. Generally, positions which are fully funded in departments

which are not projected to have a financial deficit, will be able to fill these base-level positions upon submission of a hiring plan for the fiscal year. Departments may submit their hiring plans as soon as the 2014-15 Budget is adopted. The CAO will continue to monitor Departmental budgets, and upon determination by the CAO, make recommendations to the Managed Hiring Committee as to whether further review to fill positions will be necessary. Furthermore, the Managed Hiring Committee will continue an expedited unfreeze process for Departments with positions not already unfrozen in the following categories: revenue producing, fully grant- or special- funded, elections (including systems), Library, hiring hall, seasonal recreation programs, accounting, summer youth employment, and layoff avoidance.

Departments are instructed to fill vacancies in common classifications first by transfer. For positions requiring Managed Hiring Committee approval, the CAO will review the requested position for critical necessity, revenue generation and availability of funding, and the hiring request will be submitted to the Managed Hiring Committee and unanimously approved by its representatives. The modified approach will allow departments to limit Managed Hiring requests only to those not included in the approved hiring plan and provide flexibility for departments to hire for base level needs.

5. Authorization of substitute positions other than for layoff avoidance or for which adequate savings within a department's budget has not been identified, shall require Council approval, effective July 1, 2014. The use of substitute authorities shall be restricted only to limited duration or critical uses.

Evaluating Budgetary Compliance and Control

The following budgetary reporting process and protocols are recommended to assist the Budget and Finance Committee in its efforts during the fiscal year and on a go-forward basis:

6. Instruct all departments with pending fee increases that are included in the Proposed Budget, with the assistance of the City Attorney, to report to Council no later than June 30, 2014 with ordinances to effectuate the change in fees. This is to ensure that estimated revenue included in the 2014-15 Budget is realized, in accordance with the Annual Fee Studies Policy. Further, instruct all departments to review their fee structures annually and to report to the Budget and Finance Committee by January 1, 2015 with ordinances, status reports or negative replies concerning fee adjustments for the 2015-16 fiscal year.
7. Instruct all City department and bureau heads to promptly notify the CAO of shortfalls in their budget or revenues so that they may be reported in the CAO's financial status reports.

8. Instruct the CAO to provide quarterly or more frequently, if necessary, financial status reports on revenues and expenditures, the status of the Reserve Fund, status of the Budget Stabilization Fund, departmental hiring, projected shortfalls and recommendations to protect the City's fiscal health:
 - a. Revenue: Actual revenue collections; projections of potential shortfalls or surplus revenue, as compared to the Budget; date on which adjusted fees were effective; departments which have not submitted ordinances necessary to implement adjusted fees included in the Adopted Budget; and recommendations for remedial action to achieve revenue projections, if necessary.
 - b. Expenditures: Actual expenditures by department and program; comparison to expenditure plan; recommendations for any remedial action necessary to remain within budget.
 - c. Use of Overtime: Highlight departments' overtime usage including detail, by department, the purposes (function/program, etc.) for which overtime was expended; the dollar amount and number of hours expended for each purpose; dollar amount budgeted versus dollar amount remaining for the fiscal year; any projected shortfalls or surpluses, based on actual experience.
 - d. Programmatic or functional outcomes: Actual outcomes, by department, program or function during the reporting period, as compared to plan; an analysis of any deviation and recommendation for remedial action, as necessary.
 - e. Employment Level: By department, actual versus authorized, net of positions to be held vacant in order to achieve budgeted savings. Also include the number hired, classification and activity/program to which personnel are assigned - include reason for exception to the modified hiring freeze.
 - f. Employment under Charter Section 1164(b): Department and number of retired individuals employed under 120-day returns to work.
 - g. Functional Consolidations: Status of functional consolidations and functional transfers included the Budget, as well as those approved on an interim basis.
 - h. New or Increased Revenues: Define new revenues and how these are proposed to be incorporated into the budget, giving consideration to priorities outlined by the Council, including funding capital improvement projects, increasing allocations to the Budget Stabilization Fund, and bolstering the Reserve Fund.

9. Request the City Attorney to report on a quarterly basis to the Budget and Finance Committee on the status of liability claims and outside legal counsel costs, the latter to include proprietary department expense. Such reports to include the following: available balance; encumbered balance; expenditures to date; projected needs for balance of fiscal year; and, if more funds are needed, specify the corrective actions being taken to contain costs.

Financial Policies Compliance

That the City Council makes the following findings with regard to the 2014-15 Proposed Budget's compliance with the City's Financial Policies:

10. Reserve Fund: The actions contained in this report increase the Reserve Fund to \$284.113M or 5.52 percent of the General Fund. The Emergency Account of the Reserve Fund is set at 2.75 percent or \$141.599M with the remaining balance of \$142.514M in the Contingency Account.
11. Capital and Infrastructure Funding Policy: The Capital and Infrastructure Funding Policy states that "To the extent possible, the City shall annually budget one percent of General Fund revenue to fund capital or infrastructure improvements." The Mayor's Proposed Budget provided \$54.8M for capital projects and infrastructure improvements, which equates to 1.07 percent of the General Fund according to the CAO Supporting Documents.
12. One-Time Revenue For One-Time Expenditure Policy: The City's Budgetary Policies state that, "To the extent possible, current operations will be funded by current revenues. The use of unencumbered prior year balances in all funds shall be scrutinized and carefully limited to be used primarily for one-time expenditures. One-time revenues will only be used for one-time expenditures. The City will avoid using temporary revenues to fund on-going programs or services." The Mayor's 2014-15 Proposed Budget includes \$183.3M in one-time revenue and identifies \$109M in one-time expenditures, suggesting that \$71.5M is for ongoing expenditures.

One-time revenues are anticipated from the transfer from the Reserve Fund (\$128.8M), an anticipated legal settlement (\$12.8M), delayed DWP payment of Utility Users' Taxes (\$12M), a transfer from Council Discretionary Funds (\$7M) and a transfer of surplus Special Parking Revenue Funds (\$10.1M, with an additional \$20.5M considered ongoing revenue). Therefore there is \$71.5M in one-time financial resources supporting ongoing expenses. It should be noted that these calculations do not reflect the \$25M in excess revenues that were allocated to capital projects in lieu of depositing those excess revenues into the Budget Stabilization Fund.

That the Council, subject to the approval of the Mayor (Recommendations 13-83 and 92-123, only):

13. Budget Stabilization Fund: As part of the 2008-09 Budget, the Council approved, in concept, a new chapter to the City's Financial Policies to create a Budget Stabilization Fund (BSF). The intent of the BSF is to moderate fluctuations in revenue, prevent overspending during prosperous years, and provide resources to help maintain service levels during lean years. In March 2011, the voters enacted Measure P, which codified the requirement to create such a Fund.

On March 4, 2014, the Council enacted Ordinance No. 182928 to codify the formal BSF policy in the City's Financial Policies. The BSF Ordinance requires saving when the economy is strong and actual revenue exceeds the projected revenue targets, restricts expenditures from the Fund to no more than 25 percent of the Fund in any one fiscal year during which there is no declared fiscal emergency, and would allow the City to use funds in City reserves which are in excess of 15 percent of the General Fund budget for one-time uses. In 2009-10, \$500,000 was initially deposited into the BSF. Through various actions by the Council and Mayor during 2012-13 and 2013-14, the anticipated balance in the Fund at the end of the current fiscal year is projected to be \$61.5M. The Mayor's Proposed Budget neither transfers funds in or out of the Fund, leaving the current balance, plus interest, for a projected 2014-15 amount of \$62.4M. Because revenues are anticipated to increase in the 2014-15 fiscal year, application of this policy would have required a transfer into the Fund of \$25M. The Proposed Budget cites compliance with the one-percent capital and infrastructure policy as the reason for not making this transfer. The recommendations in this report would increase the Budget Stabilization Fund by a modest \$2M.

REVENUE CHANGES

Licenses, Permits, Fees and Fines

14. Ambulance Revenue - modify receipt schedule to reflect \$7.96M in 2013-14 and \$18.483M in 2014-15 based on latest information from LAFD, for a net increase of \$0.83M.\$830,000
15. Recognize additional 2013-14 UASI grant reimbursements for various City departments.\$159,000
16. Recognize 2014-15 receipts for the Administrative Citation Program.\$250,000

17. Request the City Attorney to reclassify litigation settlement funds in Balance Sheet Account 2200 as revenue, and authorize the Controller to transfer receipts to the General Fund.
- \$400,000

Property Tax

18. Recognize additional receipts based on market trend of increased growth in assessed values.
- \$14,450,000

Reversions and Loan Repayments

19. Recognize additional receipts since the release of the Proposed Budget.
- \$4,000,000

Tobacco Settlement

20. Recognize additional 2013-14 receipts and continue current level for 2014-15.
- \$200,000

Utility Users' Tax

21. Increase Electric Users Tax 2014-15 receipts based on revised power sales for 2014-15 (+\$5M) and adjust receipt schedule for delayed UUT revenues to recognize partial receipt in 2013-14 (+\$2.175M).
- \$7,175,000
22. Reduce 2014-15 Communications Users' Tax receipt based on a recent settlement which will allow plaintiffs to claim a credit on their taxes over a four year period.
- (\$5,750,000)

EXPENDITURE CHANGES

Aging

23. Restore funding for Evidence Based Programs housed in senior centers and not funded from grant funds. Funding will provide 60 extra classes and allow 600 more participants.
- \$225,000

Animal Services

24. Increase funding for medical and food supplies in order to reduce the number of euthanizations at City animal shelters.
- \$239,000
25. Restore regular position authority and funding for one Clerk Typist to support shelter operations (\$43,577 direct cost/\$24,448 indirect cost).
- \$68,025

City Attorney

26. Add resolution authority and nine-months funding for a total of eight Deputy City Attorney I-A positions, of which five are for support of the Neighborhood Prosecutor Program and three for Measure D enforcement. (\$453,636 direct cost/\$168,788 indirect cost).
- \$622,424

City Clerk

27. Increase funding to provide language services in Armenian, Russian and Farsi for the 2015 Primary Nominating and General Municipal Elections.
- \$491,125
28. Increase funding to provide the necessary amount for the general benefit portion of Business Improvement District assessments.
- \$232,871
29. Add one-time funding for signature verification for the Matching Funds Program for the 2015 Primary Nominating and General Municipal Elections.
- \$170,929

Economic and Workforce Development

30. Add resolution authority and nine-months funding for one Senior Project Coordinator and one Industrial Commercial Finance Officer II to support the Asset Management and Lending Unit functions (\$139,006 direct cost/\$57,335 indirect cost).
- \$196,341

Ethics Commission

31. Add resolution authority and nine months funding for one Management Analyst I and one Senior Management Analyst I, and add \$229,000 to contractual services, to create and maintain a contract database as required by the Governmental Ethics Ordinance. (\$339,309 direct cost/\$41,544 indirect cost)
- \$380,853

Fire

32. Reduce funding for Sworn Salaries by \$3,000,000 and increase funding for Constant Staffing Overtime by \$3,000,000 based on historical spending patterns and anticipated retirements due to the Deferred Retirement Option Plan ("DROP").
- \$0-
33. Add resolution authority and nine-months funding for one Battalion Chief and one Senior Clerk Typist and add \$75,000 to continue consultant services for the FireStat Unit.
- \$228,000

34. Fire Safety Equipment
- a. Add funding to purchase mandated safety equipment including air cylinders and escape canisters. \$3,650,000
 - b. Instruct the City Administrative Officer to report to the Public Safety and Budget and Finance Committees on a regular replacement cycle.
 - c. Request the Mayor’s Office to establish LAFD safety equipment as a priority in applications for the Urban Areas Security Initiative (UASI) grant program and other public safety grants, and submit a report to the Public Safety Committee within 60 days on the status of current UASI grants and associated grant-funded programs.

Fire and Unappropriated Balance

35. With regard to Firefighter Hiring:
- a. Reduce the line item in the Unappropriated Balance entitled “Reserve for Economic Uncertainties” (\$3,000,000) and add a like amount to a new line item in the entitled “Firefighter Hiring” to fund one additional recruit class in 2014-15.
 - b. Authorize the LAFD, with the assistance of the Personnel Department and the CAO, to take all steps necessary to expedite the hiring process in order to fill this additional class.
 - c. Instruct the City Administrative Officer and the Fire Department to report on the steps necessary to immediately institute a “Recall to Duty” program to augment Fire resources in addition to hiring new recruits.

-\$0-

36. With regard to Ambulance Augmentation:
 Reduce the line item in the Unappropriated Balance entitled “Reserve for Economic Uncertainties” (\$3,340,000) and add a like amount to a new line item entitled “Ambulance Augmentation Plan” to fund four additional months of this plan, for a total of six months in 2014-15.

-\$0-

Fire and Police Pension Fund

37. Adjust pension contribution based on budgeted sworn salaries. (\$1,332,000)

Forfeited Assets Trust Fund

38. Recognize \$959,000 in current year receipts and savings in the Forfeited Assets Trust Fund, and allocate funds for eligible Police Department technology and expenses as follows below. Instruct the City Administrative Officer to amend Schedule 3 as necessary to reflect these changes.
- a. Allocate \$200,000 for the replacement of a vehicle hoist for Motor Transport Division and \$33,000 for a forklift at the Police warehouse.
 - b. Allocate \$150,000 for various needs at the Devonshire Police Activity League Supporters (PALS) Youth Center.
 - c. Allocate \$68,000 for eligible expenses for video relay services at Police stations and upgrades to TTY software licenses.
- (\$508,000)

General City Purposes

39. Reduce Solid Waste Fee Reimbursements based on expenditure history.
- (\$100,000)
40. Restore funding to offset sequestration cuts to various Aging Department programs for seniors and caregivers, including social services, family caregivers services and staff program support.
- \$192,000
41. Increase funding for senior meals programs to offset increased costs of food and gasoline and ensure that an equal number of meals will be provided in 2014-15.
- \$100,000
42. Provide funding requested by the Department of Aging for a mini-multipurpose center at the Sandra Cisneros Learning Academy. The program provides 38,000 senior meals and 31,000 meals delivered to homebound seniors.
- \$450,000

43. Revise the Solid Waste Fee Lifeline Program as follows:
- a. Instruct the City Attorney to prepare and present an ordinance to increase from 51,400 to 52,000 the maximum number of customers in the Solid Waste Fee Lifeline Rate Program.
 - b. Increase the allocation in General City Purposes for reimbursement of the Solid Waste Resources Revenue Fund for the incremental increase in subscribers. \$75,000
 - c. Delete the set-aside in the Unappropriated Balance entitled "Lifeline Recertification" for the Bureau of Sanitation's customer recertification next year. (\$400,000)

Housing and Community Investment

44. Restore funding for operation of an existing art center at the Vera Davis McClendan Youth and Family Center pending release of a Request for Proposals for public-private partnerships for cultural facilities. \$75,000

Human Resources Benefits Fund

45. Reduce allocation for civilian health benefits based on revised premium increases contemplated in the Proposed Budget. (\$4,200,000)

Information Technology Agency

46. Add funding for outside counsel support of the Los Angeles Community Broadband Network and contract funding for outreach services. \$900,000
47. Add funding for maintenance of 60 citywide public safety radio and microwave communication sites. \$275,000

Neighborhood Empowerment

48. Add funding to support the annual Congress of Neighborhoods and Neighborhood Council Budget Day. \$20,000

Planning

49. Add resolution authority and nine-months funding for four City Planning Associate positions to support the Neighborhood Conservation Program (\$229,608 direct cost/\$101,088 indirect cost). \$330,696

Public Works - Board

50. Restore funding for Graffiti Abatement. \$1,000,000

Public Works - Street Services

51. Restore funding for citywide median island maintenance. \$2,100,000
52. Add funding for contract outreach services in connection with the Save Our Streets Los Angeles (SOSLA) initiative. \$100,000

Recreation and Parks

53. Restore funding for the direct cost of CLASS Parks Program at HACLA project sites. \$1,200,000
54. Continue funding added by the Council in FY2013-14 for supplemental maintenance at park facilities citywide \$500,000
55. Restore funding to continue Tuesday hours and part-time staffing at Griffith Park Observatory (\$123,486 direct cost/\$66,188 indirect cost). \$189,674
56. Restore resolution authority and funding for one Building Repairer I position to support work at the Griffith Park Observatory and reduce funding from the General Fund Reimbursement (\$38,633 direct cost/\$17,295 indirect cost). \$55,928

Telecommunications Development Account

57. Restore \$255,000 in funding for Channel 36 operations as follows: \$146,000
- a. Recognize 2013-14 savings (\$109,000) from the Telecommunications Development Account.
 - b. Reduce the General Fund transfer (\$146,000) from the Telecommunications Development Account to fund Grants to Third Parties for Channel 36.

Unappropriated Balance

58. Provide funding for Operation Healthy Streets in Venice. \$500,000
59. Increase the Reserve for Economic Uncertainty, from \$17.5M to \$20.70M. \$3,200,000

OTHER CHANGES

Building and Safety

60. Add resolution authority and nine-months funding for two Clerk Typist, one Office and Engineering Technician III, and one Deputy Superintendent of Building I to address workload issues, to be funded from the Building and Safety Building Permit Enterprise Fund (\$351,977 direct cost/\$148,652 indirect cost). -\$0-
61. Add three resolution authorities (two Project Assistants and one Management Analyst II) for twelve months (\$174,558 direct cost/ \$85,641 indirect cost), to be fully reimbursed by the Building and Safety Enterprise Fund. -\$0-

Controller

62. Reappropriate up to \$500,000 in 2013-14 savings for Audits/Accounting Pool. -\$0-

General City Purposes and Cultural Affairs

63. Reduce the Cultural Affairs portion of funding in the Innovation Fund by \$300,000 and add funding of \$300,000 to a new line item in the Cultural Affairs Department Special Appropriations Special III entitled "Cultural and Community Events." -\$0-

General City Purposes and Unappropriated Balance

64. With regard to the Police/Fire Dispatch System Consolidation:
- a. Move \$1,285,000 from General City Purposes to the Unappropriated Balance until a report with a proposal and policy is presented to the Mayor and Council.
 - b. Add a footnote to Schedule 33 Special Police Communications/911 System Tax Fund to require that the above report be submitted and approved by the Mayor and Council prior to the expenditure of the \$2.2M allocated for the Computer Aided Dispatch System -\$0-

65. Citywide Community Support: Decrease by \$2,035,000 the Unappropriated Balance line item entitled "Supply Management System" and increase funding in General City Purposes, as follows:

- a. Restore \$1,117,000 in funding for the Special Events Fee Subsidy to support community and neighborhood events citywide.
 - b. Restore \$918,000 in funding for Council District Community Services to support non-profit and other community organizations citywide.
- \$0-

Housing and Community Investment

66. Add resolution authority and nine-months funding for two Accounting Clerk positions for the Billing and Collections Unit, to be reimbursed from the Systematic Code Enforcement Trust Fund and the Rent Stabilization Fund (\$80,241 direct cost/\$35,217 indirect cost).

-\$0-

Personnel

67. Add resolution authority for one Senior Personnel Analyst I to provide human resource services for the Department of Building and Safety, to be reimbursed from the Building and Safety Building Permit Enterprise Fund (\$96,727 direct cost/\$39,361 indirect cost).

-\$0-

Personnel and Unappropriated Balance (Firefighter hiring)

68. Delete the \$300,000 line item in the Unappropriated Balance entitled "Personnel Firefighter Hiring Support" and increase funding by \$300,000 in the Personnel Department's As-Needed Salaries Account to properly reflect the appropriate department and account for receipt of these funds.

-\$0-

Planning

69. Provide \$502,000 for payment of various software licenses with funding from the City Planning Systems Development Fund.

-\$0-

Police and Unappropriated Balance (Hiring)

70. Retain six-months funding of \$8,053,891 for direct cost and \$3,015,933 for related cost in the Department's budget for police hiring for the first half of 2014-15, with the remaining \$3,720,528 in direct costs and \$578,012 in related cost associated with police hiring for the second half of 2014-15 transferred to the Unappropriated Balance.

\$-0-

Police and Unappropriated Balance (EPIMS)

71. Delete the \$4,000,000 line item in the Unappropriated Balance entitled "Evidence Property Information Management System" and increase funding by \$4,000,000 in the Police Department's Contractual Services Account to properly reflect the appropriate department for receipt of these funds.

- \$0 -

Public Works - Engineering

72. With regard to development services reform:
- a. Add funding and regular authority for three Civil Engineering Associate III, three Civil Engineering Associate II, two Office Engineering Technician III and one Office Engineering Technician II (\$532,392 direct cost/\$194,527 indirect cost) for the development services reform. Recognize additional General Fund receipts from the development services permits to fully reimburse these costs.
- b. Add resolution authorities without funding for one Civil Engineering Associate III, one Civil Engineering Associate II, and one Office Engineering Technician II for the Bureau's development services reform.

- \$0 -

- \$0 -

Public Works - Sanitation

73. Add resolution authority and nine months funding for one Sanitation Solid Resources Manager I and one Sanitation Solid Resources Manager II to support the Multi-Family Bulky Item Collection Program, to be fully reimbursed from the Multi-Family Bulky Item Revenue Fund (\$203,454 direct cost/\$58,102 indirect cost)
74. Reduce salary savings rate for the Bureau's Solid Resources Program from 5.6 percent to 3 percent, to provide a \$2,151,167 increase in salary appropriations. This will result in funding an equivalent of 32 positions, fully funded from Solid Resources Program Funds.

- \$0 -

- \$0 -

Public Works - Street Lighting

75. Reduce \$1,000,000 within the Street Lighting Maintenance Assessment Fund - Schedule 19 from the "Reserve for Future Operations and Maintenance" to the "High Voltage Interface Program."
76. Amend Schedule 19 Street Lighting Maintenance Assessment Fund to include technical corrections to reflect previous years revenue groups and restore travel authority.

- \$0 -

- \$0 -

Public Works - Street Services and Unappropriated Balance (Tree trimming)

77. Transfer \$2,000,000 for contractual tree trimming services to the Unappropriated Balance until the Bureau of Street Services provides a report to the Public Works and Gang Reduction Committee on the quality of contractors, compliance with City standards, contract costs, consolidation of services across all departments, and a cost/benefit analysis on using City employees to undertake this work, pursuant to Report instruction R183 and R59 on Attachment A.

- \$0 -

Recreation and Parks

78. Add \$2,000,000 in funding for Chatsworth Park South remediation project to be funded from the Park and Recreational Sites Facilities Fund, in the event QUIMBY and Unreserved and Undesignated Fund Balance (UUFB) funds are unavailable.

- \$0 -

Transportation

79. With regard to various allocations within various Transportation related budgets:

- a. Reduce funding by \$5,240,000 in the Proposition A Local Transit Assistance Fund for DASH Bus Purchases - New Routes.
- b. Reduce funding by \$4,000,000 in the Proposition A Local Transit Assistance Fund for Zero Emission Bus Purchases.
- c. Increase Proposition A funding by \$9,240,000 for the City's 3% contribution set-aside for Metro transit projects.
- d. Decrease funding by \$9,240,000 in Measure R funding for the City's 3% contribution set-aside for Metro transit projects.
- e. Add Measure R funding and three resolution authorities (one Principal Project Coordinator, one Transportation Planning Associate II, and one Project Assistant) over three years for the Active Transportation subprogram (\$565,800 direct cost/\$194,200 indirect cost).
- f. Add \$6,000,000 in Measure R funding for the Signal Improvement Construction Program.
- g. Add \$380,000 in Measure R funding for the Exposition Bikeway Centinela Crossing Project.
- h. Add Measure R funding and two resolution authorities (one Senior Transportation Engineer and one Transportation Engineer Associate II) over three years for District Office Services (\$546,981 direct cost/\$153,019 indirect cost).

- i. Add \$1,000,000 in Measure R funding for paint and sign maintenance repair.
 - j. Add \$400,000 in Measure R funding for advance planning work.
80. Add funding from the Permit Parking Program Revenue Fund and two resolution authorities (one Transportation Engineer and one Transportation Engineer Aide I) for the Permit Parking Division (\$118,750 direct cost/\$43,321 indirect cost). -\$0-
81. Add funding and resolution authority for one Senior Management Analyst II to support the Metro/Expo Authority Work Program, to be fully reimbursed by the Los Angeles County Metropolitan Transportation Authority (\$79,067 direct cost/\$25,805 indirect cost). -\$0-
82. Part-Time Traffic Officer Program: Reject the proposal to increase part-time traffic officers from 150 to 200, as follows:
- a. Delete \$915,750 for 50 new part-time traffic officers.
 - b. Delete \$3,000,000 in parking citation receipts anticipated from 50 new part-time traffic officers.
 - c. Add \$2,291,457 in parking citation receipts from hiring the 17 part-time traffic officers that are currently authorized but remain vacant and unfilled.
 - d. Add \$207,207 to fill five vacant full-time traffic officer positions to provide additional traffic control at the City's most congested intersections (\$158,165 direct cost/\$49,042 indirect cost). -\$0-

Instructions and Technical Adjustments

83. Exhibit H
Adopt recommendations contained in Exhibit H with the following changes:
- a. Delete the provision instructing the Animal Services Department, with the assistance of the City Attorney, to develop an ordinance and/or process which requires all veterinarians to notify the Animal Services Department whenever they have treated an unlicensed dog, as this is a policy matter and a separate request for report to the Personnel and Animal Welfare Committee is included in Attachment A.

- b. Delete the instruction for the City Administrative Officer, with the assistance of the Controller and the Office of Finance, to report to the Mayor and Council on all fees paid to commercial and investment banks for services provided to all City departments, including but not limited to: investment services, money management services, pension management services, credit card fees, etc; the report shall benchmark what the City has been paying against other entities, both public and private, as well as provide recommendations for negotiating fee reductions based upon leveraging size and scale of the City's financial transactions, as a similar request for report is included in Attachment A.
- c. Delete the instruction to the City Administrative Officer to report to the Mayor and Council on the structural deficit in the Proposition C Anti-Gridlock Transit Assistance Fund along with a five year projection and potential solutions towards reducing and eliminating this deficit, as a similar request for report is included in Attachment A.
- d. Delete the instruction requesting the City Attorney, with the assistance of the Office of Finance, to review and determine the City's legal authority to collect the modern Communications Users' Tax, approved by the voters in 2008, at the point of sale for prepaid communications services, including charges for prepaid calling cards and prepaid phones with stored and rechargeable minutes, and if determined to be legal, instruct the Office of Finance to present to the Council and Mayor a proposal with options to begin collecting the Communications Users' Tax on prepaid charges at the point of sale, as this is a policy issue and a request for report is included in Attachment A.
- e. Delete the instruction to the Los Angeles Convention Center, with the assistance of the City Administrative Officer, to reevaluate and modify the expiring agreement with the Los Angeles Tourism and Convention Bureau to better align its budget to benefit the core mission of the Los Angeles Convention Center, as this report has previously been requested under Council File 12-0692.
- f. Delete the instruction requesting the Controller, with the assistance of the City Administrative Officer, to develop adjusted rates to be applied to the City's internal Cost Allocation Plan (CAP) rates to include overhead costs resulting from Citywide services provided by the Information Technology Agency, the City Administrative Officer, the City Attorney, the Council, the Mayor, and any other departments not included in the CAP, and to spread those costs to all funding sources, as appropriate, as a request for this report is included in Attachment A.
- g. Delete the instruction requesting the Controller, with the assistance of the Personnel Department and the Information Technology Agency, to report to the Mayor and Council on the status of work in regards to strengthening its ability to maintain and upgrade the functionality of the City's complex payroll system, as a request for this report is included in Attachment A.

- h. Delete the instruction to the Economic and Workforce Development Department, in coordination with the development of a strategic plan by the Los Angeles Development Fund (LADF), to develop a model for an investment fund to invest in economic development projects throughout the City targeted toward economically disadvantaged or economically unstable areas of the City, which shall include the development of lending criteria for the fund as well as a financial risk assessment for use of City monies in such a fund, as the City Administrative Officer and the Chief Legislative Analyst have already been instructed to report under Council Files 12-0600-S154 and 08-3050.
- i. Delete the instruction to the Economic and Workforce Development Department, to review the Film LA contract to streamline the permitting process for small producers and film students and to consider waiving fees for television pilots, as these fees have already been waived through enactment of Ordinance 182757.
- j. Delete the instruction to the Office of Finance, with the assistance of the Department of Transportation and the City Administrative Officer, to review credit card transaction fees paid for the collection of the City's parking meter revenues and whether opportunities to negotiate reductions to those costs are available, as this duplicates a request for report included in Attachment A.
- k. Delete the instruction to the General Services Department, with the assistance of the City Administrative Officer, and other City departments, to report on reducing the size of the City's fleet to be in alignment with the previously completed third party review, as this request has been made previously, through CF 09-0600-S200.
- l. Delete the instruction to the General Services Department, with the assistance of the City Administrative Officer, and other City departments as necessary, to report on options regarding utilizing leased vehicles and purchasing maintenance from outside vendors, as this is a policy matter and a request for report has been included in Attachment A.
- m. Delete the instruction to the Information Technology Agency, with the assistance of the City Administrative Officer, to provide recommendations to make greater use of cloud computing for City applications to increase savings and capabilities, as the City has engaged a Strategic Advisor to provide recommendations regarding a variety of technology-related issues.
- n. Delete the instruction to the Department of Neighborhood Empowerment, with the assistance of the City Clerk, to develop and implement a pilot online election for one or more of the upcoming Neighborhood Councils, as a request to report to the Education and Neighborhoods Committee is included in Attachment A.

- o. Delete the instruction to the Personnel Department, with the assistance of the City Attorney and the City Administrative Officer, in collaboration with the Civil Service Commission to review the City's Civil Service rules and to report to the Executive Employee Relations Committee (EERC) on potential Civil Service reforms, which may include, but not be limited to, the following: streamlining and improving the hiring process (which includes increasing the diversity of the City's workforce to more closely reflect the residents it services); increasing the City's flexibility in shifting resources to higher priority services between departments; and increasing productivity through best practices, as this is a policy matter and an instruction to report is included in Attachment A.
- p. Delete the instruction to the Personnel Department to review the results and progress made from the recent consolidation of personnel staff and operations, as a similar request to report is included in Attachment A.
- q. Delete the instruction to the Personnel Department to report to the Mayor and Council on the actions necessary to increase the maximum number of exempt positions as allowed in Charter Section 1001(b)(4) to a total of 250 exemptions, as this is a policy matter and a similar request to report is included in Attachment A.
- r. Delete the instruction to the Personnel Department, with the assistance of the Police and Fire Departments, to report to the EERC on the creation of a new position to oversee and manage the consolidation of the Police and Fire dispatch systems, as this is a policy matter and should be addressed with regard to the overall decision on this proposed consolidation.
- s. Delete the instruction to the Planning Department, with the assistance of the City Administrative Officer and the City Attorney, to conduct a fee study to obtain full cost recovery for the provision of entitlement services, as a request to report is included in Attachment A.
- t. Delete the instruction to the Department of Recreation and Parks, with the assistance of the City Administrative Officer, to report to the Mayor and Council on the feasibility and actions necessary to transfer land maintenance of non-RAP facilities to the Departments currently receiving the service, as this is a policy matter and a request to report is included in Attachment A.
- u. Delete the instruction to the Bureau of Sanitation, with the assistance of the City Attorney and the City Administrative Officer to report to the Mayor and Council on the potential for charging the Stormwater Pollution Abatement Fee to governmental agencies, as a request to report is included in Attachment A.

- v. Delete the instruction to the Bureau of Street Services, with the assistance of the Bureau of Engineering and the City Administrative Officer, to provide an updated report to the Mayor and Council on the potential retrofit of the City's Asphalt Plant along with alternate approaches (e.g. public-private partnership), costs and benefits, as a request to report is included in Attachment A.
- w. Delete the instruction to the Department of Transportation, with the assistance of the City Attorney, to review the Peak Rush Hour Traffic Ban relative to governmental agencies (e.g. Bureau of Engineering, Bureau of Sanitation, Bureau of Street Services, Department Transportation, Department of Water and Power, and the Metropolitan Transportation Authority), as a request to report is included in Attachment A.
- x. Delete the authorization for the Controller to continue the voluntary furlough program that permits civilian employees to take voluntary unpaid furlough days and record them as such on time sheets, as the Controller already has this authority through prior actions.
- y. Amend the instruction regarding the Innovation Fund to include in the proposed Ordinance for the fund, the added requirement that award of Innovation Fund moneys require approval by the Innovation, Technology and General Services (ITGS) Committee and the Council, unless and until an alternate methodology for award is approved by the ITGS Committee.
- z. Add an instruction requesting the City Attorney, with assistance from the City Administrative Officer and the Office of Finance to draft an Ordinance amending the New Car Dealership business tax exemption ordinance to ensure inclusion of auto leases.
- aa. Add an instruction to the City Administrative Officer and Chief Legislative Analyst to report to the Mayor and Council with a policy to use a portion of funds from the sale of former Community Redevelopment Agency property for Affordable Housing and/or Economic Development projects. An accompanying request for report is included in Attachment A.
- bb. Add an instruction to request the City Attorney, with assistance of the City Administrative Officer, Chief Legislative Analyst and the Office of Finance to report on the application of Transient Occupancy Tax on rooms rented by Airbnb and other entities that compete with the hotel industry. An accompanying request for report is included in Attachment A.
- cc. Add an instruction to the Planning Department and a request to the City Attorney to enter into a Memorandum of Agreement governing the use of the Case Processing Fund for billing purposes.

General Instructions

84. Instruct all Departments to ensure that all receipts, including settlements and liability claims, are properly deposited into the General Fund, and further request the Controller to ensure that Departments are adhering to this instruction.
85. Instruct all Departments to ensure immediate invoicing for all grant reimbursements.
86. Instruct all departments to process FMS transactions resulting from Mayor/Council fiscal actions within 10 working days from the approval date as recorded by the Mayor and City Clerk.
87. Instruct the CAO to monitor and ensure timely data entry of budget adjustments by City Departments.
88. Reaffirm the instruction from the 2009-10 Adopted Budget that all projects proposed for MICLA financing must be approved by the Council before expending MICLA Commercial Paper proceeds. Further, to the extent that special funds are being used to support MICLA projects, that the City Administrative Officer reevaluate the use and report on the need for special funds.
89. Instruct the City Clerk to open Council Files for all pending and outstanding report requests made by the Budget and Finance Committee during its consideration of the Mayor's Proposed 2014-15 Budget, as shown in Attachment A (Summary of Requested Reports - Special Study Reports), and as noted in this report, to ensure the referral of various memoranda and reports.
90. Request the City Attorney to transmit all implementing ordinances no later than June 30, 2014.
91. Authorize the CLA and CAO to make minor and technical adjustments to accomplish the intent of the changes proposed herein.

Technical Adjustments

Animal Services

92. Add regular position authority and delete resolution authority for four Clerk Typist positions in support of shelter operations.

Capital Improvement Expenditure Program

93. Modify funding within the Capital Improvement Expenditure Program based on anticipated expenditure levels during FY 2014-15, in order to add a new project line item and to provide funding in order to fund a shortfall in another project, with the understanding that the remainder of the funds for project completion will be required in FY2015-16:
- a. Rancho Cienega Recreation Center (\$-2.5M)
 - b. South Park (\$1.5M)
 - c. Pacoima Arts Incubator (\$1M)
94. Add projects to the 2014-15 MICLA program as follows:
- a. City Hall East Cooling System replacement (\$2.5M)
 - b. West Valley Municipal Building (\$900,000)
95. Designate a portion of Citywide Nuisance Abatement funds for Old Fire Station 62 in Mar Vista (\$100,000).
96. Authorize the Controller to reappropriate funds remaining in the CIEP line item entitled "Citywide Maintenance and Improvements" for the following projects:
- a. Oakdale Storm Drain project (\$200,000)
 - b. Eagle Rock City Hall (\$186,000)
 - c. Chicago Building (\$130,000)

City Administrative Officer

97. Authorize the Controller to reappropriate up to \$150,000 in CAO savings to fund an intern program within the office for 2014-15.

City Clerk

98. Restore resolution authority without funding for two positions in support of the Business Improvement District program (one Management Analyst II, one Accounting Clerk II) and delete one Senior Management Analyst II and add one Chief Management Analyst to oversee the BID program, in accordance with previous Council action.

Convention Center

99. Consistent with Plan B in Council File 13-0762, add to the list of projects to receive MICLA debt financing during 2014-15 all projects listed in the Attachment to the Convention Center's Supplemental Report to the Budget & Finance Committee dated May 1, 2014 and attached to Memo 59.

Disability

100. Restore resolution authority for one Management Analyst I which serves as the City's AIDS Coordinator. Funding has been provided through the Community Development Block Grant.

Fire

101. Add resolution authority, without funding, for one Programmer Analyst IV to support the Network Staffing System.

Ethics

102. Add regular position authority and delete resolution authority for two Auditor I positions.

Finance

103. Authorize the Controller to reappropriate unspent 2013-14 for the Treasury Management System for the same purpose in 2014-15.

General City Purposes

104. Authorize the Controller to reappropriate up to \$52,000 in 2013-14 GCP funds within the Intergovernmental Relations Program and allocate this amount as follows:
- a. California Contract Cities in the amount of \$7,000.
 - b. Independent Cities Association in the amount of \$10,000.
 - c. Congress of Governments contingency in the amount of \$35,000.

General Services

105. Restore resolution authority without funding for three Heavy Duty Equipment Mechanics to support the maintenance and repair of vehicles for the Bureau of Street Services and the Department of Transportation.

Information Technology Agency

106. Restore resolution authority without funding for the following seven vacant positions that were deleted from the Proposed Budget: two Systems Programmer I, three Communication Electrician, one Programmer Analyst III, and one Systems Analyst II to provide support for public safety functions, network maintenance, the Financial Management System (FMS), and City websites.

Library and Police

107. Security Services at Libraries
- a. Add resolution authority for 15 security positions (one Principal Security Officer, three Senior Security Officers, 11 Security Officers) to provide increased security at library locations, to be reimbursed by funds in the Library Department budget in the amount of \$2.03M.
 - b. Authorize the Library Department and the Los Angeles Police Department to amend their current Memorandum of Agreement to reflect the increased reimbursements and enhanced level of service.

Neighborhood Empowerment

108. Add resolution authority without funding for one Project Coordinator and two Project Assistants to support the Neighborhood Council grievance and complaint process system and provide training for Neighborhood Councils.

Planning

109. Add resolution authority without funding for one City Planner to act as project manager for the Venice Local Coastal Program. The position will be filled when grant funding is available.
110. Authorize the Controller to reappropriate unspent 2013-14 funds for the Citywide Sign Unit for the same purpose in 2014-15.
111. Add resolution authority, without funding, for one City Planner and one City Planning Associate to establish a new Environmental Policy Unit to initiate a two-year effort to amend CEQA Guidelines and Thresholds, create a new Vehicle Miles Traveled (VMT) transportation metric, update the Transportation Demand Management Ordinance and develop uniform development standards for streamlined infill procedures pursuant to State law. The positions will be filled when grant funding is available.

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Public Works - Board

112. Instruct the CAO to establish a new budgetary program entitled "Public Works Financial Systems" and include in that program all funding and positions included in the current "Board of Public Works Technology Support" line item, consistent with the request submitted by the Board of Public Works.

Public Works - Contract Administration

113. Restore resolution authority, without funding, for four Senior Construction Inspectors to support construction inspections services at the Los Angeles World Airport.

Public Works - Engineering

114. Delete resolution authority and add regular authority for one Environmental Affairs Officer and one Environmental Supervisor II to support work on the LA River projects.

Recreation and Parks

115. Restore resolution authority, without funding, for the following vacant positions which were deleted from the budget: 13 Gardener Caretaker; four Recreation Coordinator; one Management Analyst II; and continue resolution authority for one Superintendent of Recreation and Parks operations.
116. Delete funding in the Recreation and Parks Detail of Contractual Services Supplement to the Proposed Budget, Line Item No. 11 - Children's Museum Mechanical Services (\$40,000) under Museums and Educational (DC8801) and add funding (\$40,000) to Line Item No. 56 - Bus Rentals for youth activities under Recreational Programming (DC8821).

117. Amend the Proposed Budget, Park and Recreational Sites and Facilities Fund, Schedule 15 to correct estimated receipts which were inadvertently omitted from the schedule, per Budget Memo No. 7.

Unappropriated Balance

118. Amend the line item entitled "Police - Sworn Hiring Plan" to read "Police - Sworn and Detention Officer Staffing."
119. Authorize the Controller to reappropriate unspent funds in the Vehicle Management System line item to the same line item for 2014-15.

Zoo

120. Amend the Proposed Budget, Zoo Enterprise Trust Fund, Schedule 44 to add an appropriation of \$78,000 for as needed salaries to continue staffing for the Winnick Family Children's Zoo Contract Yard, fully funded by Greater Los Angeles Zoo Association (GLAZA).

Budget Notes

121. Add footnote to Schedule 20 of the Budget, as follows: "Prior to the 2014-15 transfer to the General Fund as contemplated in the Adopted Budget, the allocation of any settlement funds in the Telecommunications Development Account Funds for 1% PEG fees and 5% Franchise Fees is subject to the approval of the Mayor and Council."
122. Amend Budgetary Footnotes relative to the transfer of funds to denote that the noted transfers will take place during fiscal year 2014-15 and to allow an amount of up to \$7M from funds to be determined in order to achieve the Reserve Fund balance specified in the Adopted Budget.
123. Add footnote to authorize the Controller to transfer CLARTS Funds in Special Schedule to City Clerk for expenditure.

CLOSING RECOMMENDATIONS

124. Instruct the Office of the City Administrative Officer to prepare and present to the City Council within 30 days a listing of all resolutions, substitute, and in-lieu positions needed to fulfill the intent of the Council's action on the 2014-15 Budget.
125. Authorize the Chief Legislative Analyst and the Office of the City Administrative Officer to make minor and technical adjustments to fulfill the intent of the Budget actions, and request the City Attorney, with the assistance of the CLA and the CAO, to prepare and present a resolution for the adoption of the 2014-15 Budget for the General Government of the City of Los Angeles as submitted by the Mayor on April 14, 2014, as modified by this report.

REQUESTED REPORTS AND SPECIAL STUDIES

Aging

- R 1. Instruct the Department of Aging to report to the Budget and Finance Committee on performance metrics that address how the Department seeks additional grant funds and partnerships with non-profit and interfaith community organizations.
- R 2. Instruct the Department of Aging to report to the Arts, Parks, Health, Aging and River Committee regarding restoring evidence-based programs in Council Districts 5, 11 and 14.

Animal Services

- R 3. Instruct the Department of Animal Services to report to the Personnel and Animal Welfare Committee regarding the things that can be done to capitalize on the Department's public-private partnerships.
- R 4. Instruct the Department of Animal Services to report to the Personnel and Animal Welfare Committee with an outreach effort for equestrian evacuation.
- R 5. Instruct the Department of Animal Services to report to the Personnel and Animal Welfare Committee on the potential for a microchip application for smart phones.
- R 6. Instruct the Department of Animal Services to report to the Personnel and Animal Welfare Committee on the "doggy database." Include whether the database of dog ownership has been compared to the Department of Water and Power (DWP) database, whether the new DWP billing system has had an impact on the availability of this information, and whether the U.S. Postal Service has a database that can be utilized.
- R 7. Instruct the Department of Animal Services to report to the Personnel and Animal Welfare Committee regarding the proposed requirement for veterinarians to notify the Department whenever a veterinarian has treated an unlicensed dog. The report should include other locations where this practice is in place, possible implications on spay and neuter exemptions from the license requirement and other concerns.
- R 8. Instruct the Department of Animal Services to report to the Personnel and Animal Welfare Committee on what steps the Department has taken to not allow adoption of dogs which are prone to attack. The report should include steps the Department takes to do background checks on clients adopting pit bulls.

- R 9. Instruct the Department of Animal Services to report to the Personnel and Animal Welfare Committee on the possibility of establishing an animal foundation.

Building and Safety

- R 10. Instruct the Department of Building and Safety to report to the Planning Committee regarding the industry standard in large cities as it relates to the code enforcement process.
- R 11. Instruct the Department of Building and Safety to report to the Planning Committee regarding the long-term plan to enhance staffing to ensure that construction projects are moving forward as quickly and efficiently as possible.
- R 12. Instruct the Department of Building and Safety to report to the Planning Committee on the status of the Request for Proposals for the BuildLA system and related systems. The report should include statistics on permits and related items.
- R 13. Instruct the Department of Building and Safety to report to the Planning Committee on how many weekly permits are issued for the solar program.
- R 14. Instruct the Department of Building and Safety to report to the Planning Committee on code enforcement for special cases that require extra resources, especially when identified by Council Offices as a growing community nuisance issue.
- R 15. Instruct the Department of Building and Safety to report to the Planning Committee on the status of GPS tracking of inspector cell phones, specifically the intent of the original report request. The report should include how much money was spent, how much is expended currently and how the Department will ensure the integrity and ethics of the code inspectors in the Department.
- R 16. Instruct the Department of Building and Safety to report to the Planning Committee with the status of blight reduction fines. The report should address what resources are necessary for a more robust program based on the Council's ordinance, provide costs and potential benefits of implementation, and what other cities, such as Oakland, are doing to implement this program.
- R 17. Instruct the Department of Building and Safety to report to the Planning Committee regarding the alignment to capture some of the blight fee revenue to improve enforcement. The report should address home foreclosures and the use of funds for enforcement.

Capital Finance Administration (MICLA)

- R 18. Instruct the City Administrative Officer to report to the Budget and Finance Committee regarding the concept of setting aside monies for a virtual infrastructure through MICLA funding or other source.

- R 19. Request the City Attorney to report to the Budget and Finance Committee on redefining “local” to mean “City” rather than “County” with regard to City purchasing programs.
- R 20. Instruct the Department of General Services to report to the Budget and Finance Committee with an itemized list of the expenditures noted on page 672 of the Detail of Department Programs, Volume II, regarding Capital Repair Programs - Police Administration Building.

Capital Improvement Expenditure Program (CIEP)

- R 21. Instruct the City Administrative Officer to report to the Budget and Finance Committee with a detail of Municipal Facilities projects by Council District.
- R 22. Instruct the City Administrative Officer to report to the Budget and Finance Committee on what capital improvements were not funded that could have been eligible for the \$10 million included in the Municipal Facilities portion of the CIEP.
- R 23. Instruct the City Administrative Officer to report to the Budget and Finance Committee on how to incorporate virtual infrastructure into the CIEP.
- R 24. Instruct the City Administrative Officer to report to the Budget and Finance Committee on the status of the comprehensive Capital Infrastructure Strategic Plan (CF 13-1384) and how it will be incorporated into the CIEP process.

City Administrative Officer

- R 25. Instruct the City Administrative Officer to report to the Budget and Finance Committee, the Innovation, Technology and General Services Committee and the Economic Development Committee on the plans for the Los Angeles Mall.
- R 26. Instruct the City Administrative Officer, with the assistance of the Information Technology Agency, to report to the Innovation, Technology and General Services Committee and the Budget and Finance Committee with a review of possible information technology solutions and efficiencies, including funding and issuance of debt to address these needs.
- R 27. Instruct the City Administrative Officer to report to the Budget and Finance Committee on potential savings and impacts of consolidating the City’s two pension systems.
- R 28. Instruct the City Administrative Officer to report to the Budget and Finance Committee on the impact to tax revenue if the small business threshold were increased from \$100,000 to \$250,000, \$500,000 or \$1 million.
- R 29. Instruct the City Administrative Officer to report to the Budget and Finance Committee with 1) a study of the basis for the value contained in cutting the top rate of the business tax; and, 2) whether there are other formats for the business tax or other ways to restructure the business tax.

- R 30. Instruct the City Administrative Officer to report to the Budget and Finance Committee regarding the use of hybrid and electric vehicles and the impact on Gas Tax revenue.
- R 31. Instruct the City Administrative Officer to report to the Public Works Committee and the Budget and Finance Committee on the pros and cons of establishing an enterprise fund for the Bureau of Engineering, in particular for expediting the processing of economic development projects that are of great importance to the City.
- R 32. Instruct the City Administrative Officer to report to the Transportation Committee and the Budget and Finance Committee on using as metrics connectivity and safety instead of bike lanes for building the Citywide Bicycle Master Plan.
- R 33. Instruct the City Administrative Officer, with the assistance of the City Attorney and Planning Department, to conduct fee studies in order to increase development fees in areas that have a high concentration of development.
- R 34. Instruct the City Administrative Officer to report to the Housing Committee with options to fund the Affordable Housing Trust Fund and the longer term strategy for the restoration of permanent supportive housing.
- R 35. Instruct the City Administrative Officer to report to the Education and Neighborhoods Committee regarding how the “factual basis” stakeholder definition can be further revised to prevent vote stacking situations.
- R 36. Instruct the City Administrative Officer, with the Chief Legislative Analyst to report to the Budget and Finance Committee regarding Proposition 13 and the change of ownership transfers triggering reassessment (different from the split roll issue). The report should address inappropriate transfers of property, and whether the City has any influence over what constitutes a transfer of property.
- R 37. Instruct the City Administrative Officer to report to the Energy and Environment Committee regarding the timing and scope of the proposed DWP studies, including matching timing of funds and studies.
- R 38. Instruct the City Administrative Officer to report to the Budget and Finance Committee regarding the activities of the Inspector General for Revenue Collection, the priorities assigned to citywide revenue collection and how revenues have increased as a result of this position.
- R 39. Instruct the City Administrative Officer to report to the Budget and Finance Committee regarding Parking Tax collections. The report should include how much additional revenue is anticipated, the improvements made to collections and what is needed to fully implement various revenue collection solutions.

- R 40. Instruct the City Administrative Officer to report to the Budget and Finance Committee on what would be needed to create a centralized Grants Office within the Office of the CAO. The report should also include proposed metrics for developing grants.
- R 41. Instruct the City Administrative Officer, the Los Angeles City Employees' Retirement System (LACERS) and the Department of Pensions to report to the Budget and Finance Committee on the feasibility of the pension funds providing letters of credit, the cost/benefit of doing so, why this has not been implemented and historical attempts to do so, and what can be changed to get a different outcome.
- R 42. Instruct the Inspector General for Revenue Collection to report to the Budget and Finance Committee on the status of outstanding FEMA/OES reimbursements related to the Northridge earthquake. The report should also include other grants that remain uncollected and what process is in place to capture those uncollected grants.
- R 43. Instruct the City Administrative Officer to report to the Budget and Finance Committee on the alignment of medical costs related to services provided by the Fire Department. The report should address how the City can draw down more on MediCal/Medicaid funding and opportunities to receive more state and federal money related to these reimbursements.
- R 44. Instruct the Inspector General for Revenue Collection to report to the Budget and Finance Committee on surety bond requirements regarding Parking Tax collection.
- R 45. Instruct the City Administrative Officer to report to the Budget and Finance Committee on the fiscal impact of adding one or two years to the Business Tax Reform proposal. The report should include any potential structural budget deficit, ramifications to the City's credit rating, and other relevant factors that are affected by the reduction of the business tax. The report should further include suggested policy alternatives to achieve \$15 million in tax relief with a greater target on businesses that are most likely to make a decision to locate in the City based on their tax burden.
- R 46. Instruct the City Administrative Officer to report to the Budget and Finance Committee on the potential of indexing future reductions in business tax to the CPI or some other indicator to determine causality and factor out natural growth not attributable to the reduction in business taxes.
- R 47. Instruct the City Administrative Officer to report to the Budget and Finance Committee with a comprehensive report which engages stakeholders to create additional efficiencies to achieve business tax relief.
- R 48. Instruct the City Administrative Officer to report to the Budget and Finance Committee on the criteria for serving on the Quality and Innovation Commission.
- R 49. Instruct the City Administrative Officer to report to the Innovation, Technology and General Services Committee on how the recommendation for use of the Innovation Fund can be administered by the Innovation, Technology and General Services Committee.

- R 50. Instruct the City Administrative Officer to report to the Innovation, Technology and General Services Committee on possible technologies that can be used to assist with the Biennial Homeless count.
- R 51. Instruct the City Administrative Officer to report to the Budget and Finance Committee on the Neighborhood Council Budget Advocates' recommendations that are not otherwise covered in separate report requests.
- R 52. Instruct the City Administrative Officer to report to the Budget and Finance Committee regarding fees for TRANs paid over the last five to 10 years.
- R 53. Instruct the City Administrative Officer, with the assistance of the Controller and the Office of Finance, to report to the Budget and Finance Committee on all fees paid to commercial and investment banks for services provided to all City departments, including but not limited to: investment services, money management services, pension management services, and credit card fees. The report should benchmark what the City has been paying compared to other entities, both public and private, as well as provide recommendations for negotiating fee reductions based upon leveraging size and scale of the City's financial transactions.
- R 54. Instruct the City Administrative Officer, with the assistance of the Office of Finance and the City Attorney, to report to the Budget and Finance Committee on the City's legal authority to collect the Communications Users' Tax approved by the voters in 2008, at the point of sale for prepaid communications services, including charges for prepaid calling cards and prepaid phones with stored and rechargeable minutes. If determined to be legal, present a proposal for Council consideration to begin collecting the Communications Users' tax for these prepaid services.
- R 55. Instruct the City Administrative Officer and the Chief Legislative Analyst, with input from affected Departments, to report to the Personnel and Animal Welfare Committee with a progress report and overall analysis of the recent Human Resources consolidation. The report should address the successes and challenges of the consolidation, the cost and service effectiveness of the consolidation and any changes or refinements that are recommended.
- R 56. Instruct the City Administrative Officer, with the Information Technology Agency, Los Angeles Police Department and Department on Disability to report to the Innovation, Technology and General Services Committee and the Budget and Finance Committee regarding providing video relay services in 22 police stations and other departments. The report should address the infrastructure needs of implementing this system, whether an alternative system can or should be implemented, and the cost of installing and maintaining such a system.

- R 57. Instruct the City Administrative Officer, with the Information Technology Agency and the General Services Department to report to the Innovation, Technology and General Services Committee with a comprehensive report on the City Vehicle Management System (VMS) project. The report should include the work plan, staffing, funding and timeline of the project.
- R 58. Instruct the City Administrative Officer report to the Transportation Committee regarding a cash flow issue related to special events, as addressed in 2014-15 Budget Memo No. 151.
- R 59. Instruct the City Administrative Officer, with the Bureau of Street Services, Department of Recreation and Parks, Department of Water and Power, Bureau of Street Lighting and other relevant departments, to report to the Public Works and Gang Reduction Committee on the quality of tree trimming by contractors, a cost-benefit analysis of using contracts versus city employees, as well as recommendations to improve the flexibility of contracts, potential efficiencies to in-house tree trimming activities and the Bureau's quality control processes for contract tree trimming activities.

City Attorney

- R 60. Request the City Attorney to report to the Arts, Parks, Health, Aging and River Committee on the number of claims resulting from ADA and related lawsuits. The report should include what steps can be taken to reduce potential liability and what the impact is on these lawsuits of funding the Department.
- R 61. Request the City Attorney to provide a written opinion to the Budget and Finance Committee on the approval to use City Attorney letterhead on collection letters issued by Departments.
- R 62. Request the City Attorney to provide a written opinion on the swap issue and terminating swaps agreements in light of new Dodd-Frank rules.
- R 63. Request the City Attorney to report on Workers' Compensation, alternative dispute resolution, including a cost/benefit analysis to determine if it is beneficial to implement. The City Attorney is requested to meet with the Coalition of City Unions to discuss the proposal.

City Clerk

- R 64. Instruct the City Clerk to report to the Rules, Elections and Intergovernmental Relations Committee with options, other than printing, to provide languages in municipal elections.
- R 65. Instruct the City Clerk to report to the Budget and Finance Committee with a metric on ensuring that polling places open on time.
- R 66. Instruct the City Clerk to report to the Rules, Elections and Intergovernmental Relations Committee regarding election outreach and immediate enhancements and opportunities

for community give back on advertising on bus shelters. The report should also explore the possibility of receiving donated billboard space.

- R 67. Instruct the City Clerk to report to the Rules, Elections and Intergovernmental Relations Committee with an election after-action report which recommends improvements that can be made to elections, including, but not limited to, ADA issues, the tally process, and length of time to count ballots.
- R 68. Instruct the City Clerk to report to the Rules, Elections and Intergovernmental Relations Committee on early voting locations, including the possibility of increasing the number of these locations.
- R 69. Instruct the City Clerk to report to the Rules, Elections and Intergovernmental Relations Committee on the status of Los Angeles Unified School District contract negotiations for elections administered by the City.

Convention Center

- R 70. Instruct the Convention Center to report to the Personnel and Animal Welfare Committee with the status on what efforts have and will be made to place all remaining displaced Convention Center workers.
- R 71. Instruct the Convention Center Department to report to the Budget and Finance Committee on what can be done to reduce energy and water usage by 10 percent at the Convention Center in the coming year.
- R 72. Instruct the Convention Center Department to report to the Budget and Finance Committee and the Ad Hoc Committee on Film and TV Production Jobs on the changes in the utilization of the Convention Center as a filming location, what additional steps can be taken to make it readily available and less costly for the filming industry.

Cultural Affairs

- R 73. Instruct the Department of Cultural Affairs to report to the Arts, Parks, Health, Aging and River Committee and the Budget and Finance Committee regarding the Innovation Fund, the relationship to the Department of Cultural Affairs and the details of this program.
- R 74. Instruct the Department of Cultural Affairs to report to the Arts, Parks, Health, Aging and River Committee and the Budget and Finance Committee on the status of proposed changes to the Arts Development Fee Ordinance. The report should identify necessary changes to ordinances and consider of expanded use of fees, including performances and artist education.

Disability

- R 75. Instruct the Department on Disability to report to the Arts, Parks, Health, Aging and River Committee on what involvement the Department has with the Department of

Transportation and the installation of blue curbs. The report should include the number of requests, backlog and opportunities for moving this program forward.

- R 76. Instruct the Department on Disability to report to the Arts, Parks, Health, Aging and River Committee and the Budget and Finance Committee on adding a performance metric on the increased percentage of funding from grant sources.
- R 77. Instruct the Department on Disability to report to the Arts, Parks, Health, Aging and River Committee and the Budget and Finance Committee on the ongoing and long-term impact on the budget of the citywide Emergency Preparedness Training.
- R 78. Instruct the Department on Disability to report to the Arts, Parks, Health, Aging and River Committee and the Public Safety Committee with a status report on the Department's emergency planning efforts.

Economic and Workforce Development Department

- R 79. Instruct the Economic and Workforce Development Department to report to the Economic Development Committee on the general architecture for the development of the economic development plan.
- R 80. Instruct the Economic and Workforce Development Department to report to the Economic Development Committee on how to further enhance the Department's economic development efforts, especially as it relates to the San Fernando Valley cultural and entertainment activities.
- R 81. Instruct the Economic and Workforce Development Department to report to the Economic Development Committee regarding those districts which have not previously been included in economic development project areas.
- R 82. Instruct the Economic and Workforce Development Department to report to the Economic Development Committee on creative ways to fund the Department. The report should include possible policy changes that can be made, such as partnering with local businesses or a potential fee structure.

Emergency Management

- R 83. Instruct the Emergency Management Department to report to the Public Safety Committee on the work being done on Departmental emergency plans and compliance with regard to the preparation of those plans.
- R 84. Instruct the Emergency Management Department to report to the Public Safety Committee regarding emergency preparedness training. The report should include expanding emergency preparedness to individuals who work at proprietary departments who are not City employees.

- R 85. Instruct the Emergency Management Department, with the Department of Recreation and Parks, to report to the Public Safety Committee on what locations have been identified as centers that can be used during an emergency, and what process may be employed to identify additional locations.
- R 86. Instruct the Emergency Management Department, with the Department on Disability, to report to the Public Safety Committee and the Arts, Parks, Health, Aging and River Committee with a status report on ADA compliance.
- R 87. Instruct the Emergency Management Department to report to the Public Safety Committee and the Budget and Finance Committee with metrics for community emergency preparedness, including objectives in this area.

Ethics Commission

- R 88. Request the Ethics Commission to report to the Budget and Finance Committee on the impact of recent changes to campaign contribution regulations and their impact on the Ethics Commission. The report should include trends in the number of contributions and percentage audited including the “ideal” of auditing.

Finance

- R 89. Request the City Attorney, with assistance from the City Administrative Officer, the Chief Legislative Analyst and the Office of Finance to report to the Budget and Finance Committee on the application of Transient Occupancy Tax on rooms rented by Airbnb and other entities that compete with the hotel industry.
- R 90. Instruct the Office of Finance to report to the Budget and Finance Committee with options, such as charging convenience fees, to recover credit card fees.
- R 91. Instruct the Office of Finance to report on options to encourage more online tax payments. The report should include whether technology, such as using video conferencing to answer taxpayer questions, can be used to encourage more online payments, and if there is a way to provide financial incentives for online payments, such as offering discounted rates for online submissions or charging a fee for in-person transactions.
- R 92. Instruct the Office of Finance to report to the Budget and Finance Committee regarding the business tax exemption for car dealerships. The report should include how much the sales tax has improved since this business tax exemption has been in effect, the total number of car dealership business licenses added and deleted in the last 10 years and the feasibility of adding vehicle leasing to the tax exemption provisions.
- R 93. Instruct the Office of Finance to report to the Budget and Finance Committee regarding the three-year tax exemption for new businesses. The report should include how new businesses comply with this exemption, what disqualifies businesses from receiving this exemption and how these exemptions are reviewed on an annual basis.

- R 94. Instruct the Office of Finance to report to the Budget and Finance Committee on past business tax reforms. The report should include which reforms have encouraged businesses to locate in the City and which have had the greatest financial impact.
- R 95. Instruct the Office of Finance, with the City Administrative Officer and other departments as appropriate, to report to the Budget and Finance Committee within 30 days with a plan to comply with the Payment Card Industry Data Security Standard guidelines to prevent credit card fraud and identity theft. The report should include cost to comply and recommendations for funding, including funding from special funds.

Fire

- R 96. Instruct the Fire Department to report to the Public Safety Committee on the costs and benefits of deferring the Department reorganization until the Standards of Cover Study is completed and prior to any deployment efforts are made.
- R 97. Instruct the Fire Department to report to the Public Safety Committee regarding the RAND Corporation study, including the timeline in which it will be concluded.
- R 98. Instruct the Fire Department to report to the Public Safety Committee regarding the Department's fleet maintenance program, including whether there is sufficient support, whether the Department is at risk of losing or having sufficient civilian staff to provide support to sworn positions. The report should address any risks involved with the loss of staff.
- R 99. Instruct the Fire Department to report to the Public Safety Committee regarding the Police and Fire Dispatch consolidation. The report should include the timing, risks and rewards with regard to public safety and the financial impact of the consolidation.
- R 100. Instruct the Fire Department to report to the Public Safety Committee on the status of the contract with the City of San Fernando.
- R 101. Instruct the Fire Department to report to the Public Safety Committee regarding firefighter hiring. The report should include Emergency Incident Technician (EIT) positions and the impact on the rank and file positions, the relative merits of the safety equipment versus the variable staff EIT positions requested.
- R 102. Instruct the Fire Department to report to the Public Safety Committee on force multipliers within technology that can create efficiencies for field staff.
- R 103. Instruct the Fire Department to report to the Public Safety Committee with metrics to be used to evaluate the success or failure of the consolidation of the four bureaus (for example, response times). The report should include implementation of the expansion from two to four bureaus.

- R 104. Instruct the Fire Department to report to the Public Safety Committee relative to FIRESTAT-related performance metrics that can be used to provide specific consideration to communities with inherent geographic isolation issues and ingress/egress difficulties. The report should give consideration to the current deployment of one of the 11 Basic Life Support (BLS) ambulances associated with the LAFD Ambulance Augmentation Plan, assigned to Fire Station 69 in Pacific Palisades.
- R 105. Instruct the Fire Department to report to the Public Safety Committee and the Budget and Finance Committee and include in the additional classification report whether constant staffing savings can be realized by increasing the number of positions hired.
- R 106. DUPLICATE REPORT INSTRUCTION DELETED
- R 107. Instruct the Fire Department to report to the Ad Hoc Committee on Film and TV Production Jobs and the Innovation Technology and General Services Committee regarding technological upgrades for the Film Unit to better communicate with FilmLA and facilitate location shooting.
- R 108. Instruct the Fire Department to report to the Public Safety Committee on the possibility of restoring the Emergency Incident Technician (EIT) staff assistant positions on a variable-funded basis.
- R 109. Refer to the Public Safety Committee 2014-15 Budget Memo No. 87 regarding a funding proposal to develop the Automated False Alarm Tracking and Billing System.
- R 110. Refer to the Public Safety Committee 2014-15 Budget Memo No. 128 regarding mission critical positions impacting operations and sworn and civilian attrition rates.
- R 111. Refer to the Public Safety Committee for further report, 2014-15 Budget Memo No. 95 regarding the consolidation of public safety dispatch operations.
- R 112. Instruct the Fire Department to apply for funding through eligible homeland security and public safety grant programs to fund the \$3.65M in requested equipment replacement. Request the Mayor's Office to report to the Public Safety Committee within 60 days on the status of current UASI grants and associated grant funds.
- R 113. Instruct the Fire Department, with the City Administrative Officer to report to the Public Safety Committee and the Budget and Finance Committee prior to the end of July 2014 with a comprehensive plan regarding the Ambulance Augmentation Program. The report should include the cost and recommendations to extend the program through the end of fiscal year 2014-15, as well as alternatives to continuing the program.

General City Purposes

- R 114. Refer to the Public Safety Committee and the Public Works and Gang Reduction Committee 2014-15 Budget Memo No. 124 regarding the Gang Reduction and Youth Development Program distribution of services citywide.

R 115. Refer to the Public Safety Committee 2014-15 Budget Memo No. 130 regarding the Domestic Abuse Response Team (DART) and possible grant funding sources for this program.

General Services

- R 116. Instruct the General Services Department to report to the Innovation, Technology and General Services Committee on the fuel economy of each type of vehicle (sedans, vans, hybrids), current fuel economy standards, and goals with regard to increasing fuel economy.
- R 117. Instruct the General Services Department to report to the Innovation, Technology and General Services Committee and the Budget and Finance Committee with a report and plan to address deferred maintenance for City buildings.
- R 118. Instruct the General Services Department to report to the Innovation Technology and General Services Committee on fleet utilization rates, the number of fleet vehicles that are inoperable, waiting for repair, or not able to repair. The report should include whether it is more cost effective to salvage and replace the vehicles than to continue repair.
- R 119. Instruct the General Services Department to report to the Innovation, Technology and General Services Committee regarding non-profit leases, the cost impact to the City and the status of the non-profit leasing policy.
- R 120. Instruct the General Services Department to report to the Innovation Technology and General Services Committee on the status of making City buildings sustainable. The report should include which facilities have drought tolerant landscaping, which are equipped with solar panels, have low-flush or dual flush toilets, and the amount that can be saved by installing waterless urinals at all City facilities.
- R 121. Instruct the General Services Department to report to the Innovation, Technology and General Services Committee and the Budget and Finance Committee on how much the City can expect to save in energy costs through energy efficient retrofit of City facilities. The report should include a cost/benefit analysis of debt financing retrofit, savings generated through retrofit, and a timeline for implementation of a complete energy retrofit of City facilities.
- R 122. Instruct the General Services Department, with the assistance of the City Administrative Officer, and other City departments as necessary, to report to the Innovation, Technology and General Services Committee with options regarding the use of leased vehicles and purchasing maintenance from outside vendors.

Housing and Community Investment

- R 123. Instruct the Housing and Community Investment Department to report to the Housing Committee regarding (a) the resources necessary to monitor the covenants in place for affordable housing, if they comply with income levels of the tenants, and assurance that ADA accessible units are being made available to those with needs; and, b) recommendations to be included in the City's legislative program to change the requirements and close loopholes used to improperly move into affordable housing units.
- R 124. Instruct the Housing and Community Investment Department to report to the Housing Committee with options on how to compensate for the loss of federal funding. The report should include such options as fees, set asides, others as appropriate, and consider a set aside for domestic violence prevention in addition to that for affordable housing.
- R 125. Instruct the Housing and Community Investment Department to report to the Housing Committee with strategies and steps necessary to increase the receipt of HOPWA grant funding. The report should consider whether any legislative steps or budgetary actions are needed.
- R 126. Instruct the Housing and Community Investment Department to report to the Housing Committee with options to address on a longer term basis the loss of Federal funding for the Community Based Development Organizations (CBDO).

Information Technology Agency

- R 127. Instruct the Information Technology Agency to report to the Innovation Technology and General Services Committee regarding cyber security and whether the City has met goals regarding these initiatives.
- R 128. Instruct the Information Technology Agency to report to the Innovation Technology and General Services Committee on the Student Intern Program. The report should include what can be done to expand the pool and reach out to lower income students.
- R 129. Instruct the Information Technology Agency to report to the Innovation, Technology and General Services Committee and the Budget and Finance Committee regarding a bond to address information technology needs.
- R 130. Instruct the Information Technology Agency, with the Bureau of Engineering, to report to the Innovation, Technology and General Services Committee with a scope, timeline and detailed costs for replacing the data center cooling system at City Hall East.

Library

- R 131. Instruct the Library Department to report to the Arts, Parks, Health, Aging and River Committee regarding the feasibility of working cooperatively with the Los Angeles Unified School District to assist in the operation of school libraries. The report should include the financial and staff issues involved with this partnership, and whether other jurisdictions have a similar working partnership.
- R 132. Instruct the Library Department to report to the Arts, Parks, Health, Aging and River Committee regarding a security metric, including the number of calls to security services from various Library facilities.

Los Angeles City Employee's Retirement System

- R 133. Instruct the Los Angeles City Employee's Retirement System to report to the Budget and Finance Committee on the fees paid by LACERS, such as management and investment fees, how much in fees are paid annually, what this represents as a percentage of the portfolio, and ways to reduce fee costs.
- R 134. Instruct the Los Angeles City Employee's Retirement System to report to the Budget and Finance Committee regarding the cost to bring the investment function in house, including the potential savings associated with this. The report should include a study of the Ontario Teachers Pension system and comparable systems.

Neighborhood Empowerment

- R 135. Instruct the Department of Neighborhood Empowerment to report to the Education and Neighborhoods Committee regarding challenges and steps that can be taken to have a robust neighborhood council system and further the growth of neighborhood councils. The report should identify potential hurdles, how the City Attorney can be involved in assisting in this effort and how to expand the Council for Council program.
- R 136. Instruct the Department of Neighborhood Empowerment, with the assistance of the City Clerk, to report to the Education and Neighborhoods Committee with recommendations to develop and implement a pilot online election for one or more of the upcoming Neighborhood Councils.

Pensions

- R 137. Instruct the Department of Pensions and LACERS to report to the Budget and Finance Committee regarding pension fund fees. The Pensions and LACERS boards are requested to review pension fee reductions.

Personnel

- R 138. Instruct the Personnel Department to report to the Personnel and Animal Welfare Committee with an analysis of the current functionality of the Department and the sustainability at its current funding level. The report should include the steps involved in the selection process, the length of time it would take with full staffing and how staffing level impacts each of these steps. Additionally, provide a metrics comparison for a five-year period for the selection process, address how long exams have been in the queue and how that has changed over the past few years. The Department should address what other options it has explored to reduce the time taken, unassigned workload, and a plan to reduce the backlog of exams.
- R 139. Instruct the Personnel Department to report to the Personnel and Animal Welfare Committee, the Public Safety Committee and the Budget and Finance Committee on the Fire Department testing process report prepared by the RAND Corporation. The Department should also include an after-action report on the firefighter hiring process.
- R 140. Instruct the Personnel Department to report to the Personnel and Animal Welfare Committee on the feasibility of using expense reduction consultants to reduce costs for the City's Workers' Compensation program. The report should also include alternatives to dispute resolution.
- R 141. Instruct the Personnel Department to report to the Personnel and Animal Welfare Committee on true systematic uses for volunteers.
- R 142. Instruct the Personnel Department, with the assistance of the City Attorney and the City Administrative Officer, in collaboration with the Civil Service Commission to review the City's Civil Service rules and to report to the Executive Employee Relations Committee (EERC) on potential Civil Service reforms, which may include, but not be limited to: streamlining and improving the hiring process (which includes increasing the diversity of the City's workforce to more closely reflect the residents it serves); increasing the City's flexibility in shifting resources to higher priority services among departments; and, increasing productivity through best practices.
- R 143. Instruct the Personnel Department to report to the Personnel and Animal Welfare Committee with an analysis, impacts, recommendations, and actions necessary to increase the maximum number of exempt positions as allowed in Charter Section 1001(b)(4) to a total of 250 exemptions.

Planning

- R 144. Instruct the Planning Department, with the assistance of the Department of Building and Safety to report to the Planning Committee regarding the Conditional Use Permit Monitoring Program. The report should include the difference between the Building and Safety and Planning conditional use programs, in which department is it more appropriately housed, and if there efficiencies that can be realized.

- R 145. Instruct the Planning Department to report to the Budget and Finance Committee with a Case Processing Metric that clarifies expedited and non-expedited components and a metric regarding community plans that includes how long it takes to process community plans.
- R 146. Instruct the Planning Department to report to the Planning Committee regarding the schedule for outreach for the Orange Line stations Transit Oriented Development.
- R 147. Instruct the Planning Department to report to the Planning Committee regarding Community Plans, including how long-range planning is accomplished when funding is not included in the annual budget, what strategies are there for funding, can a surcharge on permit applications fees be used to fund future long-range planning efforts. The report should include a Planning and Land Use Fee Study, as appropriate.
- R 148. Instruct the Planning Department to report to the Planning Committee regarding the backlog for Zoning Administrator hearings. The report should include the average time between accepting an application to providing a letter of determination (broken down by area) and what metrics can be developed for these determinations.
- R 149. Instruct the Planning Department to report to the Planning Committee and the Budget and Finance Committee with recommendations to better track and connect wildlife corridors, including necessary resources.
- R 150. Instruct the Planning Department to report to the Planning Committee on the status of the Granada Hills Community Plan, including how this can be expedited.
- R 151. Instruct the Planning Department, with the assistance of the City Administrative Officer and the City Attorney, to conduct a fee study to obtain full cost recovery for the provision of entitlement services.

Police

- R 152. Instruct the Los Angeles Police Department, with the City Administrative Officer to report to the Public Safety Committee with a strategic plan to manage the sworn overtime bank. The report should include what the Department has done to address and manage the overtime burden, issues impacting the accumulation of overtime, what can and cannot be done to control overtime, a five-year history and the activities of officers who accrue overtime (by position and hours), and the number and areas in which the officers are deployed .
- R 153. Instruct the Los Angeles Police Department to report to the Public Safety Committee regarding coordination with the District Attorney, City Attorney and the Court system to manage Police overtime. The report should include recommendations to address these concerns.

- R 154. Instruct the Los Angeles Police Department to report to the Public Safety Committee regarding the cost/benefit of hiring fewer officers versus accruing overtime. The report should include the financial and operational impacts of having fewer officers and paying overtime in cash.
- R 155. Instruct the Los Angeles Police Department to report to the Public Safety Committee regarding a metric to evaluate more policing versus more police. The metric should address how many hours officers are actually on patrol in a given deployment period.
- R 156. Instruct the Los Angeles Police Department to report to the Public Safety Committee on the change in the Valley Traffic assignment in the last five years. The report should address specific strategies regarding hit and run investigations and apprehension, the gains in the Valley Traffic Bureau based on the report submitted and what investments can be made in the future.
- R 157. Instruct the Los Angeles Police Department to report to the Public Safety Committee regarding per capita information for other cities and the change in the size of their departments as it relates to crime rates.
- R 158. Instruct the Los Angeles Police Department to report to the Public Safety Committee regarding the average number of non-light duty sworn officers assigned to civilian duties.
- R 159. Instruct the Los Angeles Police Department to report to the Public Safety Committee regarding the number of ratio of support staff civilian to sworn. The report should include historical data for the past five years and identify best practices in this area.
- R 160. Instruct the Los Angeles Police Department to report to the Public Safety Committee regarding the impact of the 20 percent reduction in salaries for new sworn hires on the number of recruits and on attrition.
- R 161. Instruct the Los Angeles Police Department to report to the Public Safety Committee regarding the cost difference of having sworn positions performing civilian duties. What is the fiscal impact of doing so.
- R 162. Instruct the Los Angeles Police Department, with the assistance of the City Attorney to report to the Public Safety Committee and the Budget and Finance Committee regarding the investments made and efforts the City should undertake to reduce liability payouts.
- R 163. Instruct the Los Angeles Police Department to report to the Public Safety Committee regarding efforts to address the disabling of Digital In-Car video.
- R 164. Instruct the Los Angeles Police Department to report to the Public Safety Committee regarding metrics on the 877-ASK-LAPD phone line and calls to stations. The report should include the number of calls, and the amount of time taken to answer calls.

- R 165. Instruct the Los Angeles Police Department to report to the Public Safety Committee regarding how many hours a day officers are spending on completing paperwork. The report should include how many people, steps or forms are involved in filing a police report and how many require traveling to another office or facility.
- R 166. Instruct the Los Angeles Police Department, with the assistance of the Personnel Department, to report to the Public Safety Committee and the Personnel and Animal Welfare Committee regarding flexibility that can be added to the Personnel process with regarding to police hiring.
- R 167. Instruct the Los Angeles Police Department to report to the Public Safety Committee to provide a five-year history on the changes in the deployment of the gun unit. The report should include recommendations from the Chief of Police regarding efficiency or technology improvements.
- R 168. Instruct the Los Angeles Police Department, with the assistance of the City Attorney to report to the Budget and Finance Committee on lawsuits filed against the Department by its officers and how that number has changed over the years.
- R 169. Request the Mayor to provide to the Public Safety Committee a revised description of the Computer Aided Dispatch merger, what details are being discussed as to its intent and a full description of the use of \$1.285 million in funding.
- R 170. Refer to the Public Safety Committee 2014-15 Budget Memo No. 114 regarding Police - Jail Staffing.

Public Works, Board

- R 171. Instruct the Board of Public Works to report to the Public Works and Gang Reduction Committee on the feasibility of instituting a chargeback or other options, such as a 50/50 program for graffiti abatement services.

Public Works, Contract Administration

- R 172. Instruct the Bureau of Contract Administration to report to the Public Works and Gang Reduction Committee regarding the verification that is done by the Bureau to ensure contractors are complying with the living wage ordinance. The report should include the posting requirements, whether posting is done so that employees can report employers who fail to comply with City contracting requirements.
- R 173. Instruct the Bureau of Contract Administration to report to the Public Works and Gang Reduction Committee on the status of strengthening requirements for utility contractors and subcontractors working in the public right of way.

Public Works, Engineering

- R 174. Instruct the Bureau of Engineering to report to the Public Work and Gang Reduction Committee regarding the loss of institutional knowledge in the Bureau and whether there is a plan to mentor and pass along this knowledge to newer staff.
- R 175. Instruct the Bureau of Engineering to report to the Public Works and Gang Reduction Committee regarding the number of bridges which have been seismically retrofitted. The report should also include a status of the Bureau's policy for rating bridges at least a "B" but no less than a "D," and any potential for outside funding for this effort.
- R 176. Instruct the Bureau of Engineering to report to the Public Works and Gang Reduction Committee on the time required to issue a "B" permit, including an appropriate metric for this activity.

Public Works, Sanitation

- R 177. Instruct the Bureau of Sanitation to report to the Energy and Environment Committee on the resources necessary for the City to comply with Total Maximum Daily Loads (TMDL) requirements, including what capital investments are needed.
- R 178. Instruct the Bureau of Sanitation to report to the Budget and Finance Committee regarding the various requested add-backs by the Bureau.
- R 179. Instruct the Bureau of Sanitation to provide a status report to the Energy and Environment Committee and the Budget and Finance Committee regarding the Lifeline program in the Solid Waste Resources Revenue Fund, the verification of participants and a cost benefit analysis of the Lifeline recertification versus expanding the existing Lifeline enrollment programs. The report should further include the current rate at which subscribers are being added, the wait list for the program and whether the Bureau has confirmed eligibility of all those participating.
- R 180. Instruct the Bureau of Sanitation, with the assistance of the City Attorney and the City Administrative Officer to report to the Energy and Environment Committee on the feasibility and impact of charging the Stormwater Pollution Abatement Fee to governmental agencies.
- R 181. Instruct the Bureau of Sanitation, with the City Administrative Officer to report to the Energy and Environment Committee with a report on options to implement a more transparent way to display the \$27 million line item in the 2014-15 Budget entitled Commercial Recycling Development and Capital Costs within the Citywide Recycling Trust Fund (Schedule 32).

Public Works, Street Services

- R 182. Instruct the Bureau of Street Services to report to the Public Works and Gang Reduction Committee on the long-term vulnerabilities that the Bureau faces because of attrition and how the Bureau intends to address these issues.
- R 183. Instruct the Bureau of Street Services to report to the Public Works and Gang Reduction Committee on the quality of contractors the City utilizes for tree trimming. The report should include whether contractors are complying with the City's standards for tree trimming, including those during nesting season, an analysis of the recent cost increases in the existing tree trimming contracts and a discussion on the options for the Board of Public Works to address excessive contract costs, and a cost/benefit analysis of all or a portion of the tree trimming being done by City employees, and the feasibility of consolidating all of the City's tree trimming activities.
- R 184. Instruct the Bureau of Street Services to report to the Public Works and Gang Reduction Committee with a cost/benefit analysis on maximizing costs by using different materials for sidewalks and streets.
- R 185. Instruct the Bureau of Street Services to report to the Public Works and Gang Reduction Committee on consolidating the tree trimming functions of the Fire Department, Department of Water and Power, Department of Recreation and Parks, Bureau of Street Services and Bureau of Street Lighting.
- R 186. Instruct the Bureau of Street Services to report to the Public Works and Gang Reduction Committee on the pavement preservation program, including how the Bureau will achieve the additional 200 lane miles incorporated in the Budget, and whether there will be an impact to the completion of narrower streets.
- R 187. Instruct the Bureau of Street Services to report to the Public Works and Gang Reduction Committee regarding the different design elements for medians. The report should include whether the space can be used for stormwater capture, whether an Adopt-a-Median program can be implemented, whether DWP can fund median island repair and/or relandscaping and the cost to restore median clean up activities.
- R 188. Instruct the Bureau of Street Services to report to the Public Works and Gang Reduction Committee on smaller sidewalk repairs (3/4 inch to one inch) and the use of grinding methods. The report should include whether there is a less polluting way to accomplish this using diamond-cut saw technology, whether there are other ways to improve this process, whether companies who perform this work can be deputized to review the cuts instead of sending out an inspector to review each time a sidewalk is repaired in this manner.

- R 189. Instruct the Bureau of Street Services, with the assistance of the Bureau of Engineering and the City Administrative Officer, to provide an updated report to the Public Works and Gang Reduction Committee on the potential retrofit of the City's Asphalt Plant along with alternate approaches (e.g. public-private partnership), costs and benefits.
- R 190. Instruct the Bureau of Street Services to report to the Public Works and Gang Reduction Committee and the Budget and Finance Committee with a comprehensive program for a citywide alley paving and repair program, including funding options, including such possibilities as a franchise program, share program or special assessment districts.

Recreation and Parks

- R 191. Instruct the Department of Recreation and Parks to report to the Arts, Parks, Health, Aging and River Committee regarding plans for stormwater management in City parks.
- R 192. Instruct the Department of Recreation and Parks to report to the Arts, Parks, Health, Aging and River Committee with long-term plans for implementing and maintaining native landscapes along the Los Angeles River.
- R 193. Instruct the Department of Recreation and Parks, with the City Administrative Officer and City Attorney to report to the Arts, Parks, Health, Aging and River Committee regarding the feasibility of negotiating a Memorandum of Understanding with the Department of Water Power on the power side, as well as options available for power partnerships, including chargebacks.
- R 194. Instruct the Department of Recreation and Parks to report to the Arts, Parks, Health, Aging and River Committee on the feasibility of implementing a reserve ranger program similar to the Police Department reserve officer program.
- R 195. Instruct the Department of Recreation and Parks to report to the Arts, Parks, Health, Aging and River on the Department's long-term plans associated with realigning positions to meet service level needs.
- R 196. Instruct the Department of Recreation and Parks to report to the Arts, Parks, Health, Aging and River Committee and the Ad Hoc Committee on Film and TV Production Jobs regarding the Department's efforts to work with artists at Venice Beach, the Department of Cultural Affairs and Film LA so that the artists are provided the proper legal notice associated with filming activities.
- R 197. Instruct the Department of Recreation and Parks to report to the Arts, Parks, Health, Aging and River Committee regarding the Department of Water and Power's utilization of Recreation and Parks properties, including whether the DWP fully reimburses for this use.

- R 198. Instruct the Department of Recreation and Parks, with the assistance of the City Attorney, to report to the Arts, Parks, Health, Aging and River Committee on the potential to increase flexibility in expending Quimby Fees. The report should include the Department's recommendations as to how to broaden the geographical area in which Quimby Fees can be spent, whether Quimby Fees can be increased, when they were last increased and which Departments utilize Quimby Fees.
- R 199. Instruct the Department of Recreation and Parks to report to the Arts, Parks, Health, Aging and River Committee on the joint use of facilities with the Los Angeles Unified School District. The report should include whether there are additional opportunities for joint use to reduce costs to the Department.
- R 200. Instruct the Department of Recreation and Parks to report to the Arts, Parks, Health, Aging and River Committee on electricity and water costs. The report should include whether there are additional capital investments that can be made, including funding sources, to reduce the cost of electricity and water for the Department, and a discussion of stormwater reclamation for irrigation.
- R 201. Instruct the Department of Recreation and Parks to report to the Arts, Parks, Health, Aging and River Committee and the Budget and Finance Committee on the South Park Strategic Plan, including possible use of MICLA funds.
- R 202. Instruct the Department of Recreation and Parks, with the assistance of the City Administrative Officer, to report to the Arts, Parks, Health, Aging and River Committee on the feasibility and actions necessary to transfer land maintenance of non-Recreation and Parks facilities to the Departments currently receiving the service.
- R 203. Instruct the Department of Recreation and Parks to work with the Housing Authority of the City of Los Angeles (HACLA) to find a long-term solution for recreational programming and maintenance serves at four HACLA sites: Imperial Courts, Nickerson Gardens, Jordan Downs and Ramona Gardens.

Transportation

- R 204. Instruct the Department of Transportation, with the assistance of the City Administrative Officer and the Mayor's Office, to report to the Transportation Committee on how to address the financial impact and potential drain of experience to the Department considering the 200 potential retirees that may lead to payment of accumulated vacation and sick time.
- R 205. Instruct the Department of Transportation to report to the Transportation Committee and the Budget and Finance Committee with strategies on how to deal with future deficits in Measure R, Proposition C and the Special Parking Revenue Fund.

- R 206. Instruct the Department of Transportation to report to the Transportation Committee and the Budget and Finance Committee on the funding necessary to transition the City to the new standards included in the new state legislation on CEQA traffic analysis.
- R 207. Instruct the Department of Transportation to report to the Transportation Committee regarding the status and timing of completion of the bikeway project along the Los Angeles River in Canoga Park.
- R 208. Instruct the Department of Transportation to report to the Transportation Committee on the status of various improvements along Ventura Boulevard. The report should include the status of traffic mitigation efforts and the installation of a left-turn signal at Yolanda and Ventura.
- R 209. Instruct the Department of Transportation to report to the Transportation Committee regarding a metric for the average number of days to restripe following street preservation. The report should include the timeframe for this metric to be developed and include a goal of restriping within 10 days following resurfacing.
- R 210. Instruct the Department of Transportation to report to the Transportation Committee regarding developing a metric regarding abandoned cars in violation of the 72 hour restriction. The report should address what funding would be required and what policy changes would be recommended to reduce the current response time of 5 to 10 days.
- R 211. Instruct the Department of Transportation to report to the Transportation Committee on the impact of non-permitted transportation network companies on the City's revenues (specifically Taxicab revenues).
- R 212. Instruct the Department of Transportation to report to the Transportation Committee regarding what development services needs the Department should address over the next several budgets. The report should include the anticipated increased workload, necessary resources and the longer term strategy to reduce the amount of delay for obtaining project approval.
- R 213. Instruct the Department of Transportation to report to the Transportation Committee regarding the resources needed to expand the Crossing Guard program to all City elementary schools.
- R 214. Instruct the Department of Transportation to report to the Transportation Committee on signal priority for the Orange Line, the average time that a bus is waiting and the impact on surrounding traffic.
- R 215. Instruct the Department of Transportation to report to the Transportation Committee with options to address vehicles parked for advertisement purposes. The report should include whether the vehicles can be cited under the 72 hour abandoned vehicle law and whether state legislation is required.

- R 216. Instruct the Department of Transportation to report to the Transportation Committee on the status of the DASH needs assessment study, including recommendations on fare restructuring and farebox recovery.
- R 217. Instruct the Department of Transportation to report on a monthly basis to the Transportation Committee on how traffic control officers are assigned to traffic gridlocked intersections and provide the metrics that are used to determine which intersections receive manual traffic control
- R 218. Instruct the Department of Transportation to report to the Transportation Committee on the steps being taken to create the Advance Planning Unit.
- R 219. Instruct the Department of Transportation to report to the Transportation Committee on the full process between slurry, reconstruction or resurfacing and restriping. The report should address gaps that cause delay, coordination among involved departments to take into account school schedules and other pedestrian schedules, appropriate metrics, and whether it is possible to slurry and work with other Departments and schools to perform the work during periods of low utilization in order to mitigate the impact on pedestrians.
- R 220. Instruct the Department of Transportation, with the assistance of the City Attorney, to report to the Transportation Committee with a review of the Peak Rush Hour Traffic Ban relative to governmental agencies (e.g. Bureau of Engineering, Bureau of Sanitation, Bureau of Street Services, Department Transportation, Department of Water and Power, and the Metropolitan Transportation Authority).
- R 221. Refer to the Public Works and Gang Reduction Committee and the Transportation Committee 2014-15 Budget Memo No. 148 regarding striping of City streets.

Zoo

- R 222. Instruct the Zoo Department to report to the Arts, Parks, Health, Aging and River Committee on creating public-private partnerships at the LA Zoo for concessions (commercial food), sponsorships, etc.
- R 223. Instruct the Zoo Department to report to the Arts, Parks, Health, Aging and River Committee with a cost/benefit analysis on offering discounts for LA residents at the Zoo.
- R 224. Instruct the Zoo Department to report to the Arts, Parks, Health, Aging and River Committee on all of the City's MOUs with GLAZA, such as the carousel, membership, publications, volunteers, financial assistance, special events, concessions, public relations and marketing. The CAO should include a comprehensive analysis of funding that GLAZA receives from the City (example diversion of Zoo ticket sales, membership fees, recoup factor) and any funding provided by GLAZA to the Zoo Department. The report should address the difference and the interrelationship between the Business and Marketing Plan and the Marketing MOU, the reason for the projected deficits and the interrelationship between the gate fee and membership.

R 225. Instruct the Zoo Department to report to the Arts, Parks, Health, Aging and River Committee on the Zoo Department's efforts to prevent animals from escaping from their enclosures.

Expenditure Policy

R 226. Instruct the City Administrative Officer and the Chief Legislative Analyst to report to the Mayor and Council with a policy to use a portion funds from the sale of former Community Redevelopment Agency property for Affordable Housing and/or Economic Development projects.

ADDED BY THE BUDGET & FINANCE COMMITTEE

CAO

R 227. Instruct the City Administrative Officer to report to the Public Safety and Budget and Finance Committees on a regular replacement cycle and request the Mayor's Office to establish this safety equipment as a priority in applications for the Urban Areas Security Initiative (UASI) grant program and other public safety grants.

Controller

R 228. Request the Controller, with the assistance of the City Administrative Officer, to develop adjusted rates to be applied to the City's internal Cost Allocation Plan (CAP) rates to include overhead costs resulting from Citywide services provided by the Information Technology Agency, the City Administrative Officer, the City Attorney, the Council, the Mayor, and any other departments not included in the CAP, and to spread those costs to all funding sources, as appropriate.

R 229. Request the Controller, with the assistance of the Personnel Department and the Information Technology Agency, to report to the Mayor and Council on the status of work in regards to strengthening its ability to maintain and upgrade the functionality of the City's complex payroll system

Police

R 230. Instruct the Police Department and City Administrative Officer to report with a defined strategy for paying down the sworn overtime bank in a manner that maximizes the overall savings of each incremental payment associated with the overtime bank.