

REPORT FROM

## OFFICE OF THE CITY ADMINISTRATIVE OFFICER

---

Date: May 4, 2015

CAO File No. 0220-05158-0000

Council File No. 15-0600

Council District: All

To: The Budget and Finance Committee

From: Miguel A. Santana, City Administrative Officer



Reference: Neighborhood Council Budget Advocates White Paper, 2015

Subject: **CAO REVIEW OF PROPOSALS INCLUDED IN THE NEIGHBORHOOD COUNCIL BUDGET ADVOCATES 2015 WHITE PAPER**

---

### SUMMARY

In February 2015, the Neighborhood Council Budget Advocates released their 2015 White Paper in which they present recommendations developed following meetings with representatives from 30 departments, as well as with Councilmembers and their staff. The recommendations cover a broad range of City activities, many of which are currently under consideration through the 2015-16 budget process. The Budget Advocates are scheduled to present their White Paper to the Budget and Finance Committee on May 4, 2015 as part of its deliberations on the Proposed 2015-16 Budget.

In advance of that meeting, this Office has reviewed the White Paper and presents brief and initial comments on the recommendations. Many of the recommendations may require a more extensive analysis, and take time to develop appropriate implementation plans. This feedback is presented in two separate formats. They are presented first by department, similar to the format of the White Paper (see Attachment 1). Second, the same information is grouped based on the following categories (see Attachment 2):

- New Proposals: Proposals that are not currently under consideration by the Council either as part of the Proposed Budget, or through another forum.
- Proposals Currently Underway: Proposals that have been, or are currently being implemented in some form.
- Proposals Pending in Budget: Items submitted by departments for consideration as part of the 2015-16 Budget process, and either included or not included in the Mayor's Proposed Budget.
- Proposals Pending in Council: Proposals that are currently under consideration by the Council through existing motions, or other pending actions.
- Proposals Considered in Past but not Adopted: Items that have been considered in the past, but are not currently under consideration.

## ATTACHMENT 1: PROPOSALS BY DEPARTMENT

# NEIGHBORHOOD COUNCIL ADVOCATE  
RECOMMENDATION

CAO FEEDBACK

---

### Animal Services

#### **Proposals Pending in Budget (Submitted by Departments, Included in Mayor's Proposed Budget)**

- 1 Allow for the Department to hire a few more Animal Control Officers, with the salaries and benefits of the Officers to be covered by the increased collection of animal licensing fees and fines. An estimate into such a hiring program should be conducted by another City Department.

The Mayor's Proposed Budget includes funding for 12 new Animal Control Officers. While this should enhance the quality of the services provided by the Department, it will be unclear until the positions are fully hired and some revenue data has been analyzed whether the new positions will fully recover their costs.

#### **Proposals Pending in Council**

- 2 The Los Angeles City Council should pass C.F. 13-1513, which will increase revenue to the General Fund, increase the live rate in the City's shelters, and allow for the Department of Animal Services to do its job better and possibly hire more personnel in areas of need such as Animal Control Officers.

The motion pending in the Personnel & Animal Welfare (PAW) Committee is regarding increasing the allowable cat limit from the current limit of 3 per resident to 5 (or more, with a permit). Animal Services has proposed a scaled annual fee, starting at \$55 for owners keeping 4-5 cats, up to \$150 for 16 or more cats. The issue is that many residents currently own more than the limit, which is not being enforced. It is unclear whether increasing the limit will encourage these residents to comply with the requirements, including paying fees. There are two permit inspectors (Animal Control Officers) in the Department and they are already stretched, if not redirected to supporting higher priority field calls.

- |  |  |
|--|--|
| <p>3 Work with the Information Technology Agency to both (1) find and employ a smartphone application for Animal Control Officers to read microchips in the field and (2) find and employ a compatible database software so that fewer Department employees spend time manually transferring data between systems.</p> | <p>(1) The Department has been instructed to report to PAW Committee on the potential for employing microchip reading technology in smartphones in the field; the Department has yet to report. It is unclear whether an application can be developed to effectively interface with the Department's current database system, which is about 15 years old. (2) The Department requested from the Board of Animal Commissioners authority to issue an RFP to replace its 15-year old animal management software in 2012. An agreement could not be reached on how to select the vendor so the Department tabled the issue until a new Board was appointed by Mayor Garcetti. A new RFP issuance request was presented to the new Board on April 8, 2014 . The Board had similar reservations, but allowed the Department issue the RFP. However, the Department has not issued an RFP nor did it request funding for the system replacement in the 2015-16 Budget because it now believes spending \$563,000 for upgraded modules to the existing system will allow it to sufficiently manage for another 5 years. A request for this upgrade funding was not recommended in the Mid-Year Financial Status Report. The Department may instead seek Council approval in the interim to request the funding (from current year salary savings). It is unclear at this point how much a replacement system would cost. Some community animal advocates claim the current system, with some upgrades, is sufficient. Further, the Department requested funding for field reading of microchips in its letter to the Budget and Finance Committee as part of the 2015-16 budget process.</p> |
|--|--|

## **Building and Safety**

### **Proposals Pending in Budget (Submitted by Departments, Included in Mayor's Proposed Budget)**

- |  |  |
|--|--|
| <p>4 Provide funding for additional Code Enforcement staff to reduce response time to preferably 5 business days from the current 25 days.</p> | <p>As part of the 2014-15 Budget, the DBS requested 42 positions to reduce response time from 25 days to 5 days. The DBS request was split into three phases (14 positions per phase) and Phase 1 was approved in the 2014-15 Budget. The DBS requested Phase 2</p>  |
| <p>5 Positions for Condition Compliance</p>  | <p>As part of the 2014-15 Budget, the DBS was authorized 13 positions to support the Planning Department's Condition Compliance Unit. Funding and resolution authority to continue the program has been included by the Mayor's Office in the 2015-16 Proposed</p>   |
| <p>6 Positions for customer feedback survey</p>  | <p>As part of the 2014-15 Budget, the DBS was authorized one position to support the collection and analysis of customer feedback data. Funding and resolution authority to continue the program has been included by the Mayor's Office in the 2015-16 Proposed</p> |

## **City Administrative Officer**

### **Proposals Considered in Past but not Adopted**

- 7 Evaluate the potential benefits from charging work caused by departments to those departments to ensure that appropriate incentives exist to limit spending where possible. While the we agree that there are benefits for making departments accountable for their full costs, the City has moved away from chargebacks because they are administratively burdensome. Instead, we hold departments accountable for their costs through quarterly financial status reports and the budget process.

### **Proposals Pending in Budget (Submitted by Departments, Included in Mayor's Proposed Budget)**

- 8 Evaluate the trade-off between CAO controlling payroll costs through managed hiring with the demand by other departments to improve performance. In the 2014-15 Budget, the Council instructed the CAO and CLA to redesign the managed hiring process to allow for more departmental hiring flexibility. Under the revised process, the CAO reviewed hiring plans for conformance with the Adopted Budget, and if approved by the Managed Hiring Committee departments were authorized to conduct hiring to meet their performance goals within that approved plan. The Proposed 2015-16 Budget eliminates the managed hiring process.

### **Proposals Already Underway**

- 9 Ensure that a coherent structure is in place to address and track departmental obligations regarding staffing and The City is copntinues to move toward integrating the use of metrics as a measure of return on investment.

## **City Clerk**

### **New Proposals**

- 10 Explore what functions from other departments could be included in their efficiencies using the metrics they provide as a basis since City Clerk already has an administrative function for most departments The City Clerk provides administrative support functions specifically for the Mayor, City Council, and the Office of the City Legislative Analyst only. The Department's citywide administrative responsibilities, such as records management and contract attestation, are limited to those outlined in the Administrative Code.
- 11 Evaluate City Clerk's office handling all payroll data entry and calculation, going then to the respective department heads for approval then to the Controller's office for payment A majority of the City's departments utilize Pay5r Distributed-Time (D-Time) system. This system requires that each employee enter their own payroll information; supervisors review the submitted hours for accuracy; payroll administrators review any potential errors in the use of codes and reporting of hours; and controller to process the associated pay check. The Department would be insufficiently staffed to take on the payroll administrator function for the whole City.

12 Request that the \$791k deducted from the department's current budget be returned to the City Clerk before it affect in their cash flow and leads to emergency funding requests and that, since the refunds to the City Clerk's office in connection with other entities elections is paid into the general fund anyway, no such deductions be done in the future.

The Department reported a potential shortfall of \$791,000 for unfunded LAUSD District 1 Board Member election expense in the First Financial Status Report. The Department has subsequently indicated that it has sufficient savings within its departmental funds to absorb these costs and conduct the City's 2015 municipal elections.

13 Suggest that a policy be established that once the costs of services for outside elections is calculated and submitted, that follow up on such reimbursements be put in the hands of the CAO's Inspector General

The CAO's Inspector General (IG) is tasked with independently monitoring, reporting on, and helping address Citywide and departmental revenue collection challenges. The IG typically becomes involved in the collection of delinquent accounts and provides departmental assistance on the use of collection and/or legal remedies to reduce an outstanding debt. The Office of the City Clerk calculates cost for outside elections through an agreed upon methodology approved by the respective parties (i.e. City, Los Angeles Community College District, Los Angeles Unified School District, etc.). Direct and Indirect Cost are prescribed in the terms and conditions of the agreement. However, in the event of non-payment, the Office of the City Attorney would be requested to pursue legal action for violation of the terms of the agreement. Therefore, the Clerk has been able to recover the permitted costs.

## **Controller**

### **Proposals Already Underway**

14 Provide for an immediate assessment of an electronic payment system including ability to accurately track income & expenditures and include sufficient funds to implement it in the 2015-16 budget.

The Controller currently issues electronic payments and is striving to increase the use of electronic payments vs. decreasing the use of paper checks. FMS tracks the income and expenditures.

15 Evaluate current positions to see which could take on part-time succession planning & support

The Controller uses the as-needed staffing, mostly retired Controller accounting staff, for the Accounting Assistance Program to provide a level of succession planning and support. They are also training what is hoped to be future accounting employees through this program.

## **New Proposals**

- |   |  |
|---|--|
| 16 Look at aligning payroll functions so City Clerk's administrative function handles up to check cutting for consistency.  | Payroll is currently handled at the departmental level, with the Controller issuing checks for all City employees. The current practice allows for appropriate oversight and accountability by managers, as well as captures the efficiencies of a central payment system.   |
| 17 Study ways to keep funds IN the city -look at current buy LA/buy local policies, quantify and standardize threshold requirements for vendor preference on Requests for Proposals (RFPs) to increase benefit to local economy, based on jobs in Los Angeles, etc. | Extending the currently existing local preference program could be considered in the context of a review of citywide procurement. General Services, as the City procurement manager, and Public Works - Contract Administration, who monitors contract compliance, are better suited than the Controller to conduct this analysis. The Mayor's Office has also undertaken an analysis of the City's contracting process. |

## **Proposals Pending in Budget (Submitted by Departments, Not Included in Mayor's Proposed Budget)**

- |   |  |
|---|--|
| 18 Fund at least one full time tech and one coder for the year 2015-16 and develop a plan to upgrade and energize its Information Technology Agency for the benefit of ALL departments including overall projected costs and return on investment | The Controller did not request any IT staff for overall support of Controller systems. The Controller did request specific staff for the SMS replacement project. The Proposed 2015-16 Budget does not include these positions, but the Mayor has subsequently submitted a letter requested that they be approved.                       |
| 19 Request detailed estimates of costs and returns to justify positions as well as contracted audits and based on the results, fund on an ongoing basis additions to increase in-house staffing AND provide sufficient money for outside audits.  | The Controller has requested increases to both in-house and contract audits through the 2015-16 Budget. The Proposed Budget includes funding the current in-house staffing and outside contracted audits appropriation, sufficient to support the current level of service. No increases in funding was included in the Proposed Budget. |

## **Proposals Pending in Budget (Submitted by Departments, Included in Mayor's Proposed Budget)**

- |  |   |
|--|---|
| 20 Funding for succession planning costs | \$370,000 is provided annually for the Accounting Assistance Program, and this funding is continued in the Proposed Budget. The Personnel Department has been tasked with exploring succession planning citywide. |
|--|---|

## **Disability**

### **New Proposals**

- |   |  |
|---|--|
| 21 Digitize the Department on Disability's records so that the training process for future employees can be easier and faster | Department has not requested any funding for digitization of records or for employee development. Department needs to present a proposal to address the required knowledge transfer and succession planning efforts. |
|---|--|

**Proposals Pending in Budget (Submitted by Departments, Not Included in Mayor's Proposed Budget)**

- 22 Move towards making the City as ADA compliant as possible to avoid lawsuits that the City must settle. Department has requested funding for a position to function as a Certified Access Specialist for City infrastructure including sidewalks and buildings. It is recommended that any decision on such a position be deferred until the settlement of the Willits v. City of Los Angeles case. No positions or other items were included in the proposed budget.

**Economic Workforce & Development**

**Proposals Already Underway**

- 23 Add funding specifically to handle the additional reporting obligations on grants required by federal agencies. There is an existing Accountant II vacancy to support this effort. Filling this position is subject to special funds (grants) being available.
- 24 Implement a standardized data entry system for all City departments. Further information and context are needed regarding this recommendation to provide specific feedback. Currently, there is a standardized City-wide financial management system (FMS) used by the Office of the Controller to track transactions by Departments.
- 25 Council Members and other elected officials should actively assist in setting up partnerships to expand existing programs and implement new ones. EWDD's currently expanding roles in City-wide economic development involve various Council-initiated projects. Council members may present their directions and assistance for programs and initiatives via Committee and Council consideration of the Housing and Community Development Consolidated Plan, and other opportunities to review EWDD grant funding and acceptance.

**Finance**

**Proposals Already Underway**

- 26 Aggressively address reducing bank fees - assess if an immediate transition to electronic payments would help? Electronic payments are already being accepted by the City. These types of payments also have a bank service fee associated with it. However, Finance is working collaboratively with the Office of the Controller to move more payments to an electronic process.

27 Address charging back some of the costs to provide data to council members and other departments to cover costs of additional personnel to handle these requests effectively. The Office of Finance is currently funded from the General Fund. The General Fund, as a whole, is already reimbursed by special funds and proprietary departments for services provided by Finance in the Cost Allocation Plan (CAP) Rate. Once the PCI study is completed, Finance plans to implement the Treasury Workstation, which would automate and expedite the creation of various reports that are requested by departments/Mayor and Council. Finance is also exploring establishing service fees to defray the costs of merchant fee activities.

**New Proposals**

28 Explore going through NC's to help business stakeholders and facilitate tax education - info, requirements, etc. Finance should work with DONE to develop outreach efforts and programs for neighborhood councils to help educate business stakeholders on the City's tax requirements.

29 Proactively look at better solutions to attract business than phasing out the business tax (will remove revenue while costs for related audits,etc will continue for 3 years); look at how other cities handle, etc. With the adoption of Ordinance 183419 (CF 14-0600-S253), Mayor and Council approved a reduction to the business tax for taxpayers paying the highest rates, in lieu of the complete elimination of the tax. The reduction is phased in over 3 years beginning with the 2016 tax period. This approach does not eliminate the business tax.

30 Provide proposal to develop contingency plans- can this be done with part-time personnel? Recommendation does not specify which service/program they are recommending to develop contingency plans for.

**Proposals Pending in Budget (Submitted by Departments, Included in Mayor's Proposed Budget)**

31 Assuming options to increase enforcement have been adequately identified, fund those which have the top return on investment for the 2015-16 budget year. Office of Finance already prioritizes staffing and resources to maximize returns on investments and have requested to continue their base level of funding for 2015-16.

32 Fund infrastructure suggestions, including facility/personnel for live chat option, for the coming budget year. The Mayor's Proposed Budget includes funding in support of an Office of Finance proposal to implement a pilot online chat support service for 2015-16 to enable customers to receive instant detailed responses rather than wait at the public counters or over the phone.

**Proposals Pending in Budget (Submitted by Departments, Not Included in Mayor's Proposed Budget)**

33 Budget guestimate for upgrading infrastructure to fulfill payment card 3.0 In the absence of a completed gap analysis study it is not possible to estimate the cost of PCI compliance. Thus, the Proposed 2015-16 Budget does not include funding for this purpose.



## **General Services**

### **Proposals Already Underway**

- 34 Continue the partial exemption from "managed hiring" restrictions for the General Services Department. The City should allow for as many exemptions as possible, but filling vacancies should be prioritized based on their positive benefit-cost ratio as determined by the General Services Department
- The Department has an approved hiring plan for positions through the end of FY 2014-15. It is recommended that the Department continue the MHC exemption of the current approved classifications. The Department has continued to maintain a surplus in their Salaries, General Account. The Proposed 2015-16 Budget eliminates the managed hiring process.
- 35 Empower the GSD with the ability to hire temporary or seasonal workers. Due to the highly variable nature of the work at GSD, in which services are often provided on-demand to the various departments, temporary workers are integral. For the GSD to be a truly effective organization it needs dexterity. The ability to hire temporary workers can provide that.
- The Department currently has approval to hire as-needed positions for various classifications. There are no pending MHC requests for any temporary or interim. The Proposed 2015-16 Budget eliminates the managed hiring process.

### **Proposals Pending in Budget (Submitted by Departments, Included in Mayor's Proposed Budget)**

- 36 Fund a modern Asset Management System. The internal efficiencies the GSD and the City as a whole can gain from having a comprehensive and accessible platform of the City's assets is incalculable. Further, by implementing and then connecting the asset management system to the LA Open Data portal, the GSD has the potential to make transformative data available to the citizens of Los Angeles and its employees to improve decision-making across the board.
- Funding to begin implementation of an asset management system is included in the Mayor's Proposed Budget.

## **Los Angeles Homeless Services**

### **Authority**

#### **Proposals Already Underway**

- 37 Encourage the City and County to renew their commitment to finding a joint, regional solution for homelessness by pooling together their resources and making sure that the majority of funding is going toward the areas and types of projects that LAHSA has determined should be the highest public priority.

The City and County currently both provide funding to LAHSA for homeless projects which LAHSA has prioritized. The narrative attached to the Neighborhood Council recommendations suggests that the City and County could and should work more collaboratively and with more purpose to ensure that homeless funding is allocated for the highest and best use. The City and County already work closely together, and should continue to enhance the relationship where possible. This Office has recently released a report, subsequently approved by Council, noting the increased focus by City leaders on responding effectively to homelessness in Los Angeles, and establishing recommendations to enhance coordination on those efforts (C.F. 15-0211)

#### **New Proposals**

- 38 LAHSA should begin providing homeless count data by health district, not just by SPA region or for those cities and communities that perform their own counts.

The LAHSA provides the homeless count data in several ways, including by SPA, for the entire City of Los Angeles, and by City of Los Angeles Council Districts. The LAHSA can also produce the data at various levels of granularity, including by city boundary; however, the precision of the data may lose value if the areas to be reported on are too small. The CAO recommends that interested parties contact LAHSA to discuss the level of data that would be appropriate for their use. It is possible that the County's health districts, as recommended in the Neighborhood Council White Paper, would make sense as the area of measurement for the homeless count for some local jurisdictions.

39 Encourage the City and County to develop a way in their respective annual budgets to credit government programs and nonprofit agencies that help reduce government costs for servicing the homeless so that they can expand their efforts and taxpayers can see the connection.

This Neighborhood Council recommendation is more appropriate for the County than for the City. The County provides services such as emergency room visits and mental health consultations for the homeless and tracks those costs. If the County agencies or non-profit contractors providing the services are able to reduce their costs to treat the homeless, then, per the recommendation, they could receive a financial "credit" which they could use to expand or provide additional homeless services. The City does not provide homeless services directly. Generally, the City's homeless services are funded through a transfer from the General Fund to LAHSA, which contracts out the services on behalf of the City. The CAO recommends that the interested parties could work with LAHSA and the County to discuss the viability of a credit program. See the CAO report on this topic (C.F. 15-0211).

40 The City should continue to lobby Congress, and coordinate with the County in this effort, to permit urban areas to utilize statistical sampling methods as part of their homeless counts so that hard to reach groups of people are not missed.

The LAHSA hires demographers and statisticians to design the homeless count methodology. As a result, LAHSA already uses a statistical sampling method. However, it would make sense for the City to lobby to change the federal homeless funding formula, which is based on measures such as the age of housing stock or the cost of utilities, among other criteria, which tend to favor east coast cities over west coast cities. For lobbying on this issue to occur, the City Council would have to take a position on the matter, and then the Mayor's Office would direct the City's lobbying resources accordingly.

### **Proposals Pending in Council**

41 The City should adopt Councilmember Huizar's proposal to create a "czar" or liaison on homeless issues to the County. This individual, who ideally should work out of the office of the Mayor or CAO, would be empowered to speak for the City on issues related to the allocation of funding by the County and participate in discussion at the City level along with City Council members, as appropriate.

C.F. 15-0211 - This motion (Cedillo-Bonin) instructs the CAO to conduct a review of the resources used by various departments on activities related to homelessness and the budgetary impact on the General Fund. It was heard in the Housing Committee on February 25, 2015, and has been referred to Council.

C.F. 14-1101 - This motion (Huizar-Bonin) instructs the CAO and CLA to report to Council with recommendations for providing a full-time coordinator, director or czar within the City's organizational structure to coordinate activities to address homelessness, including coordination with LAHSA, the County and other government agencies. The motion is dated August 8, 2014, and it has not yet been heard in Committee or Council.

The CAO has recently released a report on the City's homeless services, which was subsequently approved by Council that will help to address the issues raised (C.F. 15-0211). Further, the City Council has created an Ad Hoc Committee to focus on these issues.

## Housing and Community Investment

### **Proposals Pending in Budget (Submitted by Departments, Included in Mayor's Proposed Budget)**

42 Renew \$500,000 funding for domestic violence shelter providers.

The HCID requested \$500,000 from the General Fund in 2015-16 to support Domestic Violence Shelter Operations which was partially funded in 2014-15 from funds previously appropriated to Capital Improvement Expenditure Program projects. This appropriation was one-time gap financing to make up for a reduction in the Community Development Block Grant (CDBG) Public Services funds. The Proposed 2015-16 Budget includes \$1.1 million in the Unappropriated Balance for these programs. The CAO recommends that this funding be moved from the Unappropriated Balance to the Department's budget.

43 Provide funding for family services including counseling - Funding for the public service category is cut by 30%. Approximately 2 million dollars will keep these programs whole.

The HCID requested \$2,480,113 from the General Fund to pay for an anticipated reduction in CDBG funding of 30 percent in the 41st Program Year. The 41st Program Year has not yet been adopted and the cuts to Public Services have not yet been identified. The Proposed 2015-16 Budget includes \$1.0 million for Family Source Centers in the Unappropriated Balance. The CAO recommends that this funding be moved from the Unappropriated Balance to the Department's budget.

## **Proposals Pending in Council**

44 Identify additional resources to provide affordable housing - \$30 million in grants is available; however, projects are restricted in number for each category. There are more qualified proposals than there is funding available. The Department partners with proposers and provides gap funding which permits additional well-qualified projects to begin construction years sooner. These low income projects are for homeless, transitional housing and seniors.

In its meeting on October 7, 2014, Council adopted various actions including the consolidation of three Council Files related to funding affordable housing into C.F. 14-0600-S123. The recommendation instructs HCID, with the assistance of the CLA and the CAO, to report within 60 days with recommendations to address all of the issues raised in the various motions relative to identification of a permanent source of funding for the Affordable Housing Trust Fund. The HCID follow-up report has not been submitted for review.

In addition, HCID submitted a 2015-16 budget request for \$5,000,000 from the General Fund to be loaned to New Generation Fund, LLC for the expansion of the New Generation Fund (NGF). The NGF provides pre-development and acquisition loans to fund multi-family affordable housing rental projects in the City. In May 2008, the City provided a \$10 million loan to NGF from the Affordable Housing Trust Fund. This request was not included in the Mayor's Proposed Budget. The Mayor's Budget does include \$10 million in new Affordable Housing Trust Fund appropriations to support affordable housing, although \$5 million of this funding is subject to receipt of additional transient occupancy tax from short-term rental companies.

## **Information Technology Agency**

### **Proposals Already Underway**

45 Empower a single individual (or team) to coordinate the IT efforts within the City to avoid redundancies and decrease inefficiencies across departments. To avoid inhibiting the various departments from meeting their own IT needs, this should not entail their ceding complete control of their individual IT efforts.

The Information Technology Policy Committee (ITPC), consisting of systems managers or staff from City departments, meets monthly to discuss major projects, technology standards, and city licensing opportunities. The General Manager of the Information Technology Agency acts as chair of the committee.

46 Ensure that a long-term benefit-cost analysis for all major IT projects is undertaken before entering into agreements that may ultimately cost us more money than they would save. A considered investment in our own significant IT infrastructure has the potential to save us millions of dollars in the long run. By way of example, ITA General Manager Steve Reneker cited the decision to contract out the laying of fiber optic line for the Emergency Operations Center as a lost opportunity. For such large-scale projects, the City should require the appropriate departments to review the long-term value of these projects and budget accordingly.

Major technology projects are vetted through the budget process or through the Information Technology Oversight Committee. In addition, new initiatives are often discussed at the ITPC which allows the City's IT leaders to address concerns regarding impacts to their respective departments.

47 Implement the recommendations from the CAO (CF 14-1646-S1) to: 1) Establish a strong IT infrastructure backbone that is scalable; and 2) Modernize the City's data center operations through public and private cloud options. Our IT infrastructure cannot continue to be supplemented with modest advancements. To be able to handle the IT needs of a world class city, our IT infrastructure needs to make a "quantum leap" in IT service delivery. This entails investing in the aforementioned technologies that will begin to put us on the right course.

Council adopted these recommendations without alteration on March 24, 2015. CAO will work with ITA on next steps.

### **Proposals Pending in Budget (Submitted by Departments, Included in Mayor's Proposed Budget)**

48 Create and implement a comprehensive plan to coordinate the introduction of new technologies with a larger, more cost-effective, and more accessible cohort of IT employees. This new generation of IT workers should be given competitive salaries and armed services veterans who have IT training should be a top priority for the IT A and other departments seeking qualified workers.

The Mayor's Proposed Budget includes funding for hiring a new pool of workers as part of a plan for next generation hiring of IT employees.

## **Library**

### **New Proposals**

- 49 Since media is purchased centrally and distributed throughout the library that this provided a way to expand service at minimal cost. Since there would not be additional cost for the media, could smaller spaces be leased by the City to provide start up Library access at minimal cost until utilization and/or funding could justify a more traditional type of space.
- Since the passage of Measure L, the Library has concentrated on the restoration of service hours in existing libraries, the addition of funding for library materials and expanding their digital presence by providing wi-fi access, computers and digital media to library patrons. For 2015-16 the Library requested additional staff to expand the digitization program at the Central Library to make their special collections accessible anywhere with an internet-enabled device. Expansion of service proposals, as a result, have been focused on existing facilities rather than extending into new facilities.

### **Proposals Pending in Budget (Submitted by Departments, Included in Mayor's Proposed Budget)**

- 50 The Library should explore different innovative methods of providing services to parts of the City that traditionally do not have the same resources as the more affluent areas.
- The Library Department requested two positions in their administrative section to collect and analyze data gathered through various methods in order to examine the needs of the various communities served and enhance service delivery to all library patrons, including those in under-served areas. The Library also requested resources to expand their ability to market library services to inform communities of the resources and programs available in their area. Funding for these positions is included in the Proposed 2015-16 Budget.

## **Neighborhood Empowerment**

### **New Proposals**

- 51 Convert all Department of Neighborhood Empowerment (DONE) staff to exempt positions
- The process of exempting specific civil service positions is subject to Mayor and Council approval. However, creating a special provision to designate that all DONE positions be exempt from civil service will require a Charter amendment. A Charter amendment requires a vote of the electorate.

### **Proposals Pending in Budget (Submitted by Departments, Not Included in Mayor's Proposed Budget)**

- 52 The budget should include sufficient funds to implement the online voting component
- Cost for next year's NC elections enhancements (online voting) was requested by the Department as part of the 2015-16 Budget. The total cost of the online voting component is currently unknown. Number of participating Neighborhood Councils and negotiation with the vendor will determine the final cost of the NC elections. Due to a lack of available funding, an appropriation was not recommended in the Mayor's Proposed Budget.

- 53 Restore NC's annual council budgets to their previous levels and allow a percentage of funds to rollover for continuity. The Department submitted several proposals which included increasing, reducing, or maintaining the level of NC funds. It is recommended that NC funding level remain consistent as the previous year. The final NC funding level is subject to Mayor and Council approval through the annual budgetary process. The current policy, to not allow neighborhood council funds to roll-over from one fiscal year to the next, is consistent with all General Fund appropriations and not changed in the Proposed 2015-16 Budget.

### **Proposals Pending in Budget (Submitted by Departments, Included in Mayor's Proposed Budget)**

- 54 The budget should include enhancements for next year's NC elections. With the exception of on-line voting (discussed below), the Department did not request funding for other enhancements to neighborhood council elections. Base level funding is included in the Mayor's Proposed Budget.
- 55 Increase NC funds to include specific help/staffing at the NC level for financial reporting. The Department submitted several proposals which included increasing, reducing, or maintaining the level of NC funds. Additional resources have been included in the 2015-16 Proposed Budget for this purpose.
- 56 Advise the Mayor and City Council that while DONE vacancies have not been filled, it is not because the department can do without those positions. The department is struggling to support the NCs and the vacant positions are needed to be filled forthwith, not swept. The Department has requested for the continuation of all its existing positions. It is recommended that all positions be continued as proposed.

### **Proposals Pending in Council**

- 57 Immediately fill all vacant positions so as to adequately support the councils. The Department has requested authority to fill three positions. Those positions will be considered for exemption from the managed hiring process once their civil service exemption is approved by the Council and Mayor. Filling these positions in 2015-16 will not be subject to the managed hiring process, but will still require exemption approval.



## **Personnel**

### **Proposals Already Underway**

58 The City fund and the Department of Personnel implement:  
1) Expanded in-house and new hire training; 2) Cross-training to ensure flexible staffing during economic fluctuations as well as provide additional short term support for Departments experiencing unexpected staffing demands; 3) An apprenticeship program in conjunction with colleges and vocational schools so people can learn skills on the job and be promoted; 4) Increased summer and first-job youth employment programs with existing federal and state grants; and 5) A streamlined hiring process, proactively anticipating departmental requirements and avoiding delays to fill positions on a timely basis.

Personnel's Employee Training and Development budget program currently consists of two positions, a Senior Personnel Analyst I and Personnel Analyst II. Staffing for this budget program was reduced over the past couple of years as senior staff retired and the Personnel Department transitioned from in-person training to training delivered predominantly online. Today, over 25 courses are offered on the City's Online Training Academy web platform. To specifically address each point of the NC Budget Advocate recommendation, please see below:

1) Funding of \$50,000 is provided in this fiscal year and is included in fiscal year 2015-16 for Personnel to develop and implement a comprehensive employee orientation program for new City employees. In addition, the Online Training Academy has greatly expanded availability of training courses offered to City employees to schedule and take on City time as approved by their supervisor.

2 and 3) While Personnel is responsible for providing a training program for City employees, individual City departments also provide training specific to their own employees. This cross-training amongst staff of duties and responsibilities to ensure sufficient coverage during staffing shortages is often managed within the individual City department with support from the Personnel Department.

3 and 4) Apprenticeship programs and existing federal and state grants that provide summer and first-job youth employment are programs often administered with the individual City department (e.g. EWDD) with Personnel Department support.

5) Personnel meets frequently with City departments to review department vacancies and plan for upcoming exams. To manage City hiring needs, Personnel utilizes a Master Calendar to schedule exams at least six months out. This calendar is updated weekly and examination open dates are subject to change based on City workforce needs.

## New Proposals

59 All emergency appointments be extended by up to one year or until every Department's backlog is cleared.

Charter Section 1013 limits the length of emergency appointments until an eligible list is established to an amount of time no longer than one year. Once an eligible list is established, an employee on emergency appointment must be taken off the emergency appointment within 60 days if not appointed off of the eligible list within that time frame. The Board of Civil Service Commissioners (Board) may extend current emergency appointments beyond these 60 days (for example, in April 2014, the Board extended current emergency appointments of DWP Customer Service Representatives and Meter Reader to 180 days but not to exceed the actual one year period of emergency appointments). Nonetheless, extending emergency appointments beyond one year would require a Charter change approved by the voters of the City of Los Angeles.

60 The City authorize the development and long-term funding of an automated payroll system with HR modules to consolidate and modernize City payroll for all Departments and the Council.

That the City plan to fund an automation, payroll system with HR modules (big ticket item \$30-\$50 M, \$IT costs \$1B overall-need to address how to fund because they are needed in the long term.

1. Currently, the City does not have a centralized eHRMS. The City uses the citywide payroll system, PaySR, to handle HR functions directly affecting payroll and other HR transactions (e.g. position types, employee transfers, employee leaves, employee working hours for part-time positions) on an ad-hoc basis. As part of HR consolidation, Personnel discovered that multiple City departments have purchased or developed their own HR systems in the absence of a centralized eHRMS (e.g. DBS).

2. ITA is currently working on several large scale projects. There may be capacity issues which would need to be addressed prior to embarking on another large scale project such as eHRMS. Initial cost estimates for a customizable off-the-shelf vendor supported eHRMS was about \$25 million and would require a multi-year build-out and implementation.

3. In the interim, ITA, Controller, Personnel, and CAO have been working on a PaySR Short/Long Term Strategy to support the transition of PaySR from contractor to City support. Funding for this request is included in the 2015-16 Proposed Budget.

## Proposals Pending in Budget (Submitted by Departments, Included in Mayor's Proposed Budget)

61 The City include in its upcoming budget up to \$5 million to engage outside contractors as necessary to process the entire backlog of testing and hiring of applicants within twelve months including bringing all job descriptions up-to-date.

Funding was included in the Proposed 2015-16 Budget to begin to address the exam backlog, although the funding will not be adequate to fully address the backlog in 2015-16. The funding will be divided between contract and City resources to gain maximum efficiency.

### **Proposals Pending in Budget (Submitted by Departments, Not Included in Mayor's Proposed Budget)**

- 62 The City fund general metric analysts plus clerical support for the Personnel Department to proactively plan for the next 5 years of staffing, including, but not limited to, the projected 25% to 40% retirement of current staff. That the City fund personnel to allow them to begin the process of planning for the next 5 years of the projected 40% retirement of City staff. (requested 15 to 20 positions (general metric analysts plus clerical support))
- CAO estimates that about 43% of City civilian employees will be eligible for early (14%) or normal (29%) retirement by January 2018. As this issue affects all City departments, CAO recommends that an interdepartmental working group be established comprised of representatives from the Personnel Department, CAO, the Mayor's Office, and large City departments with a high number of potential retirements like ITA, GSD, and Public Works. This interdepartmental working group would be responsible for creating a five-year plan or roadmap for the City workforce that would address the City's aging workforce and which could be incorporated into the Citywide Five Year Forecast to help inform the budget process. This working group would provide a Citywide focused approach to this potentially significant issue. The Department requested funding to support succession planning in the 2015-16 Budget, but no funding is currently included. During the 2015-16 Budget deliberations, the Committee asked for a report from the Personnel Department on this matter.

## **Planning**

### **Proposals Pending in Budget (Submitted by Departments, Included in Mayor's Proposed Budget)**

- 63 Do city-wide planning to protect all neighborhoods from the detriments of mansionization.
- The City Council recently passed a Neighborhood Conservation Interim Control Ordinance to stop the development of oversized homes in certain neighborhoods for the next two years. As part of the 2014-15 Budget, the DCP was authorized four positions to support the Neighborhood Preservation Program without funding. Those positions are currently vacant. Funding for two of these positions has been included in the Proposed 2015-16 Budget.
- 64 Provide funding for additional staff to support geographic teams.
- Funding and resolution authority to support the creation of geographic teams has been included in the Mayor's 2015-16 Proposed Budget.
- 65 Establish a new fee to fund additional staff in the Condition Compliance Unit.
- The Ordinance to effectuate the Condition Compliance fees will be considered by the PLUM Committee in March. Funding and resolution authority to support the Condition Compliance Unit was included in the Mayor's 2015-16 Proposed Budget.
- 66 Fund additional staff to update the General Plan and Environmental reports.
- The DCP request to update the General Plan and environmental impact reporting is supported by the CAO. The special funded portions of the Department's request has been included in the 2015-16 Proposed Budget but there was not adequate funding for the General Fund portions of the proposal. During the 2015-16 Budget deliberations, the Committee asked for a report from the Personnel Department on this matter.

## **Police**

### **Proposals Pending in Budget (Submitted by Departments, Included in Mayor's Proposed Budget)**

- 67 The NC White Paper did not include specific recommendations for the Police Department. Instead, it summarized issues identified by the Department as challenges, including: 1) The need for increased resources to hire civilian and sworn personnel, 2) flexibility to hire to attrition; 3) the need for technology to facilitate communication between public safety agencies; and, 4) the importance of funding for replacing police vehicles.
1. The Mayor's Proposed Budget does include funding above attrition for both civilian and sworn positions.
  2. The Managed Hiring Committee has granted the Department authority to hire up to its budgeted funds.
  3. The LA-RICS project continues development to provide communication interoperability between public safety agencies in Los Angeles County. The Department also requested additional funding for technology in its 2015-16 proposed budget which will facilitate communication between public safety agencies.
  4. Funding was provided in the current year for vehicle replacements and the Department has requested additional funds for the same purpose in 2015-16.

## **Board of Public Works**

### **Proposals Already Underway**

- 68 Include in City Budget a total of how many square feet of graffiti have been removed Citywide, in addition to statistics about response times, as four times as much tagging is removed by roaming crews as is painted over due to calls from constituents or the City.
- The statistics about response time is included in the Budget. The total square feet of graffiti removal and the percentages of graffiti removed by roaming crews versus removal due to calls is tracked but not reported in the Budget at this time.

### **New Proposals**

- 69 The City should once again sponsor State legislation allow Los Angeles to propose a tax on the sale of aerosol cans and felt-tipped markers (Sharpies) to raise funds to remove graffiti. Such a proposal passed the State Senate in 2010 but died in the Assembly. With multiple State leaders hailing from Los Angeles, this can be done.
- Although proposing a tax on the sale of aerosol cans and felt-tipped markers won't necessarily decrease graffiti offenses, it would be an effective way to generate revenues to maintain and increase OCB's graffiti abatement services. In order to propose a tax on the state level, the Council would need to act to add support of this legislation and the Mayor would have to lobby on its behalf.

70 Finish developing policy on ficus and other tree species that are responsible for damaging many of the City's sidewalks, with some type of tree replacement formula similar to the one developers use when removing trees in hillside areas that does not require approval by the Board for each request. Consider incorporating the suggestion of former Council member Hahn to allow each Council office to play a role in the process, with a capped number of trees allowed to be removed by district per fiscal year.

The Board of Public Works is currently working with the Bureau of Street Services to develop a new policy for tree removal, and should consider this proposal in that context.

### **Proposals Pending in Budget (Submitted by Departments, Not Included in Mayor's Proposed Budget)**

71 Identify funding, perhaps a portion of ticket fines for parking during street sweeping hours, for the installation of GPS devices on all street sweepers and the establishment of a 1-800 where residents could call to find out if a sweeper has already passed by, thereby making the street safe for them to park on.

The Bureau of Street Services submitted a request for \$150,000 to equip motor sweepers with GPS technologies to maximize routing and create efficiencies. The system will allow for the digital capture of turn-by-turn route information to use in redesigning and consolidating routes to increase efficiency, and data sharing with LA DOT to ensure that parked cars are not ticketed on routes which sweeping did not occur. Funding for this purpose is not included in the Proposed 2015-16 Budget.

## **Public Works - Contract**

### **Administration**

#### **New Proposals**

72 Ask the CAO and Personnel to explore creative ways to address the long-term staffing needs of the Bureau by creating an apprenticeship program, in partnership with local trade unions and tech schools, to train a new "bridge" generation of inspectors who can pass on to become full-time City employees after an appropriate period of training.

The Bureau should consider this proposal in collaboration with the Personnel Department's citywide work on succession planning.

- 73 Explore increasing the medical component of the living wage from the current \$1.50 an hour to closer to the \$5 an hour offered by the Airports. Exploration of this idea would be appropriate to determine if an adjustment is necessary. Contract Administration could be asked to lead this effort.
- 74 Consider breaking the Bureau into two divisions, one that handles the proprietary side and another that handles regular City departments. Allow the first group to hire a larger number of administrative staff so long as they can recover the cost. This is likely intended to help the Bureau get more administrative support that they need, which could be accomplished without reorganizing the Bureau. The Bureau could discuss the need for additional administrative support in relation of proprietary department projects, and if the proprietaries agree to fund specifically dedicated administrative staff, then additional resources could be authorized.

## **Public Works - Engineering**

### **Proposals Pending in Budget (Submitted by Departments, Included in Mayor's Proposed Budget)**

- 75 Request that the Bureau of Engineering revamp its process for determining the estimated completion date for projects to incorporate the benchmarks currently being developed for contracting firms. The Mayor's Proposed Budget includes initial funding for an electronic project document control system, which will allow the Bureau to keep better track of all projects in progress. This may contribute indirectly to better estimates for project completion dates.

## **Public Works - Sanitation**

### **Proposals Already Underway**

- 76 Offer green waste recycling bins to condominium complexes immediately and consider allowing some apartment complexes to take part in well, provided that they are small enough not to be able to afford to pay for the service but have space to store the bins. Apartment complexes serviced by Sanitation have access to green recycling bins. With the launch of the Franchise System in 2017, condominium complexes and privately serviced apartment complexes will have access to green recycling bins. Providing green waste recycling bins to condominium complexes immediately free of charge would violate Proposition 218 provisions.
- 77 Invite the CAO to work with the Planning and Public Works departments to better coordinate the information contained in the various infrastructure-related reports each produces, along with the CAO's own quarterly report on individual capital projects. The CAO will continue to work closely with all City departments in its efforts to oversee and report on the City's infrastructure projects.

## **New Proposals**

- 78 The Bureau should consider offering smaller, cheaper trash bins to residents who state that they do not need the space they are offered now, similar to the ability Angelenos have to "super-size" their trash cans if they believe that they need additional space. The Solid Resources Fee pays for more than just disposal costs (tip fees), but also pays for salaries (direct and indirect), equipment, vehicles, fuel, maintenance, landfill costs, buildings and facilities, and other costs associated with refuse disposal. Reducing just the tip fee portion would result in insignificant savings and implementing such a change would be operationally challenging and would require significant costs. The Bureau does provide credits for dwellings that are under construction and unoccupied.
- 79 Consider setting aside all or a significant portion of the new trash franchise fee to the restoration of a 50-50 sidewalk repair program. The implementation date for the Franchise System is January 1, 2017 (or the 2016-17 Budget). These are unrestricted revenues and the Mayor and Council will determine how the funds will be allocated.

## **Proposals Pending in Budget (Submitted by Departments, Included in Mayor's Proposed Budget)**

- 80 Request that the CAO and Personnel investigate and report back on the feasibility of replacing the cap on the number of permitted exempt positions across departments with a percentage of all employees, and to approve exemptions by class, not position. The Managed Hiring process was altered this year to increase the flexibility of department managers in hiring. The Proposed 2015-16 Budget eliminates the managed hiring process.

## **Public Works - Street Lighting**

### **New Proposals**

- 81 Request that BSL and the Department of Neighborhood Empowerment work together to devise a format for outreach in which assessment district ballots would be sent out to property owners by neighborhood council area every two weeks, with town halls and intensive outreach performed in the voting areas leading up to the vote. Staff would need to be hired, ideally consultants on a short-term basis, to assist with the outreach efforts. The Bureau could be asked to evaluate the costs and benefits of the proposed increased outreach program. While some assessment districts are extremely large, the majority are very small. The need for additional voter education must be considered, as well as an evaluation of the clarity of the information materials provided.

## **Public Works - Street Services**

### **Proposals Already Underway**

- 82 The City Attorney should be requested to increase his office's prosecution of those businesses and individuals found responsible for illegally dumping on City property. In Fiscal Year 2014-15, the Adopted Budget included five additional positions and funding to increase services provided by the Neighborhood Prosecutor Program. The Neighborhood Prosecutors address various issues within their designated area, including illegal dumping.

### **New Proposals**

- 83 Ask the City Attorney to dedicate one or more attorneys for a new illegal sign task force, allowing the Bureau to restore its team, using the civil court proceeds to pay for itself. This proposal would require analysis to determine if civil court proceeds would generate enough money to cover the costs of the additional positions. However, typically, these cases rarely escalate to Civil Court. It is very difficult to track the origin of illegal signs. Penalties and fees are assessed when a sign poster is located. Instances where illegal sign posters are caught in the act can be prosecuted.
- 84 Recommend that BSS offer to let NC PW representatives view the draft list of streets being considered for repaving before the Council offices weigh in with their final selections so that they can help narrow the list of candidates, if not make the actual decisions themselves. The Bureau of Street Services utilizes MicroPAVER to assist in determining candidate streets for resurfacing. Streets are prioritized based on numerous factors.



### **Proposals Considered but not Adopted**

85 Have a public discussion of why the Save Our Streets (SOS) measure to fund street repairs failed to catch fire. Share polling data on which elements were the most popular and which the least. Consider proposing an alternate method of funding that is more equitable for residents.

The CAO did not conduct the polling and is not in possession of the polling data.

At the request of the City Council, the CAO prepared a report regarding the SOSLA Ballot Measure. As initially put forth, the SOSLA funding mechanism was proposed to be a General Obligation Bond (GOB), which would be solely financed by property owners. The CAO report on the matter (C.F. 13-1300-S1) ultimately recommended that a half-cent sales tax increase serve as the SOSLA funding mechanism, and that the funding be used for a street repair program, as well as a much needed sidewalk repair program. One of the reasons a half-cent sales tax increase was recommended over a General Obligation Bond as the funding mechanism is that it would spread the cost for street repair and sidewalk repair programs to a broader spectrum of the infrastructures' users, including those who do not live within the City but still use the City's streets, and therefore viewed as more equitable. This was a direct result of input received from the public.

### **Proposals Pending in Council**

86 Ask the CAO for a report back on the re-institution of the Bureau's tree trimming function now that the City has witnessed an increase in the cost of outside contracts.

The Bureau of Street Services reported to the Public Works and Gang Reduction Committee on this matter. The Council subsequently instructed the CAO to report back with an analysis of the cost of tree trimming performed by City forces versus by contract. As part of the 2015-16 Budget deliberations, the Committee has asked for a report back on this matter.

87 Recommend that in drafting a possible new program to regulate street vending that a permit fee be charged, as well as the corresponding portion of the City's business tax so that new Street Use inspectors can be hired and the work is not put onto existing staff.

The Economic Development Committee instructed various City departments to report back with recommendations relative to the development of a Sidewalk Vending Program for food and non-food items. The Office of the Chief Legislative Analyst is working with City departments to develop a vending permit framework for City Council consideration.

## **Recreation and Parks**

### **Proposals Already Underway**

- 88 Develop a Strategic Plan that includes a plan for how to pay for replacing facilities. RAP has begun developing a strategic plan for the Department which will include operating and capital planning areas. The Board of Recreation and Park Commissioners met in February 2015 to begin the process. Staff is currently working on the plan to take back to the Board for input, review and approval. The plan will cover at a minimum a three year timeline.
- 89 Tighten up scoring process for bids by limiting the number of points that firms can receive for items not required by the RFP. Also, give a score to each bidder for either their perceived relationship with the surrounding community, in the case of incumbents, or their track record elsewhere in the case of new bidders. Scoring criteria are determined by the City departments based on the type of services requested in the RFP to select the best proposer.
- 90 Charge Quimby fees for the construction of market rate apartment buildings, perhaps exempting those portions of the City that fall in economic revitalization zones. Pursuant to Los Angeles Municipal Code Section 17.12, most residential development projects requesting a subdivision or a zone change are required, as a condition of approval of the project, to either dedicate land for recreation and park purposes or pay a fee in-lieu (Quimby Fees). The in-lieu fee is calculated on a per unit (for condominiums) or per lot basis, with the amount of the fee dependent on the zoning of property. Only affordable housing developments are exempt from paying Quimby fees.
- 91 The CAO should perform an "apples to apples" financial review of the two bids for the Greek Theater prior to the City Council's consideration of this matter, as requested by the Neighborhood Council Budget Advocates. One bid apparently contains a lower amount of guaranteed money but pledges a higher amount to be spent on improving the facility. The Board of Recreation and Park Commissioners rejected all bids for the running of the Greek Theatre and is currently pursuing an open venue management approach for the facility for the time being.

- 92 Any charges to the department's budget by another entity of the City should reflect the lowest "documented" charge for the service. Given that even a fee of a dollar for going to pool can discourage attendance, incentives for increasing user fees should be avoided. RAP analyzes all charges to ensure its accuracy. In most cases, fees are kept below the cost of the service in order to ensure that the fee is not a disincentive to participation.
- 93 Look at contracting out certain maintenance services in order to reduce costs and increase cleanliness of facilities. Redirect City staff toward other core functions. RAP is aggressively pursuing contracting options for non RAP facilities so that RAP staff can focus on more landscaping and maintenance at Department facilities. Additionally, RAP contracts out through as-needed contracts one-time deferred maintenance and construction projects.
- 94 Require a neutral fiscal analysis by the CAO or CLA for any proposed contracts with a value of more than \$10 million so that the City Council and public have the ability to fairly and accurately compare bids on their potential financial and infrastructure impact. City contracting process is currently regulated by the Charter Sections 370 to 390. Any changes to the contracting process would require Charter change. In awarding contracts for services, the City is permitted to consider factors other than price alone. This allows that City to ensure that the quality of service meets the required level. It should be noted that the Mayor and/or Council generally request a CAO report on most contracts that are subject to their approval and, consistent with the City's Financial Policies, those reports do contain a statement of the fiscal impact.

### **New Proposals**

- 95 Consider asking the voters to further limit the Council's 245 Charter ability to reject contracts to require that any decision to overrule a commission must be based on the merits of the two bidders and the project at hand, not work elsewhere across the City, and that there must be several findings made as to financial operational impacts before such action is taken. Any changes to the City Charter Section 245 would require voter approval, and City Attorney's opinion could be requested to determine if the requested changes are feasible/legal.
- 96 Continue seeking State legislation to allow for the use of Quimby funds by cities to maintain and improve existing park space and recreational facilities, not just new ones. This should be submitted as part of the annual legislative agenda. Council would have to act to add the proposal to the City's legislative program, and the Mayor would then have to direct the City's lobbying staff to advocate for the change.

## **Proposals Pending in Budget (Submitted by Departments, Included in Mayor's Proposed Budget)**

- 97 Pursue assessment districts for decommissioned DWP reservoirs to raise funds for park rangers, trail maintenance and other department support. Pursue goal of having enough rangers to provide one for each of the City's 15 Regional parks, beginning with implementing three zones, as proposed by department, and expanding out from there.
- RAP has submitted the Phase One of the Ranger program for Fiscal Year 2015-16 as well as a multi-year budget and operational plan to begin the restoration of the Ranger Program over the next few years.

## **Proposals Considered but not Adopted**

- 98 Investigate a parcel tax or other measure such as the one passed for the Library, to increase revenue for the department's operations, while clarifying that any new funds would have to be dedicated to Rec & Park services, not to paying back soft costs to the City. A separate agreement to increase revenue might have to be made with the CAO to ensure the department pays its full portion of pension and utility costs that it owes.
- A CAO/CLA report (CF 13-1100-S2) was submitted to Council regarding a proposed ballot measure for a Citywide parcel tax to fund Recreation and Parks services in November 2012. The report provided information regarding projected revenue from the measure and how the revenue could be utilized (dedicated to Rec and Parks services or paying back part or all of the related costs incurred by the Department.) In February 2015, the Office of the City Clerk deemed this Council File closed per Council policy since the Council file has not been placed on a Council or Committee agenda for consideration for a period of two years or more.

## **Transportation**

### **Proposals Already Underway**

- 99 Request to investigate the feasibility of creating a temporary exempt category for DOT and any other City Department that can demonstrate they have significant short-term funding for projects, as an alternative to new hires. These positions would work under a three year authority after which time the Department would have to demonstrate that they continue to have necessary funding.
- The Charter section 1001 permits the Council to approve the creation of exempt positions that are grant funded for a period of two years, with an option to extend the exemption for a third year. This could be used as an equivalent to a three year employment term for short-term, grant-funded projects. Further, resolution authorities may be authorized by Council either as part of the budget process or off-budget in conjunction with a specific program. These positions are intended to be short-term in nature and employees who fill these positions must be absorbed into other functions in the City following the completion of the project.
- 100 Use new priority list of services to develop a scoring system for its district offices to use in determining what urgency to give new service requests. High priority items should be placed higher on the list and all interested parties should have the opportunity to weigh in on the proposals.
- All requests for service are reviewed daily and those which meet the level of an immediate "public safety liability or emergency" are prioritized above the remaining requests. Standard requests for new service items are completed in the order in which they have been received.

## **New Proposals**

- 101 All service requests that impact a large area should be referred to local neighborhood council for their input.

The Department consults with impacted Council Offices and constituents on service requests submitted as necessary. The Department could incorporate a formal neighborhood council review in its process, although it would have to weigh the impact that this additional formal review would have on the timeline of the delivery of services.

## **Zoo**

### **Proposals Already Underway**

- 102 GLAZA should continue to fundraise for and grow an endowment to benefit the Zoo.

In 1997, the City Council approved a 25 year Operating Agreement, between the City and GLAZA to establish and govern the relationship between the two parties for the primary purpose of providing a high quality LA Zoo. The agreement specifies GLAZA's responsibility to obtain financial contributions and similar support to be used for the City's operations and capital improvements at the LA Zoo.

### **Proposals Considered but not Adopted**

- 103 If the City cannot find a way to have the Zoo cover their own related costs (i.e. pensions), the City should consider turning over the Zoo to private operators while renting the land the Zoo is on through a long-term lease.

On August 26, 2011, the CAO released the RFP to seek an experienced organization or individual to operate and manage the LA Zoo. On November 16, 2012 the RFP process was concluded and negotiations for a Community Partnership were terminated. The Zoo and GLAZA continue to build upon their current partnership through the existing Operating Agreement.

### **Proposals Pending in Council**

- 104 The City Council should pass a City Signing Ordinance that will allow the Zoo to place small advertisements on its grounds. Such an ordinance will allow for the Zoo to generate more revenue to cover its costs.

Proposed revisions to the citywide sign regulations are currently pending in the PLUM committee. Passage of the proposed citywide ordinance would allow the Zoo to apply to become a sign district, allowing the Zoo, with defined parameters, to have the opportunity to display sponsorships/advertising.

## **Citywide**

### **Proposals Already Underway**

- 105 The City determine what is feasible under its current financial structure and what must be changed to set Los Angeles on a better course for the future.

This occurs on an ongoing basis through the City's budget process, which includes development, approval, implementation, monitoring, evaluation, and adjustment.

- 106 Evaluate if the Mayor should appoint a tech "czar" who can coordinate moving towards IT and financial standardizations in all departments as well as addressing current concerns such as cyber security
- The General Manager of ITA as the Mayor's Chief Innovation Technology Officer could be seen as playing the role of "Tech Czar" in the City. Reorganization of this function could be considered by the Mayor. The Mayor's Proposed Budget includes funding for creating a cyber security unit in ITA, and the City's major financial applications are already standardized across City departments.
- 107 All budgets, present and future, contain provisions to maintain every infrastructure element to ensure that the livability and safety of our City is maximized, and to justify future investments in infrastructure.
- The Office of the CAO is developing a Citywide infrastructure strategic plan, as instructed by the City Council through its adoption of our *Staying the Course* three-year plan report. We will consider all of the global infrastructure-related recommendations in the development of that strategic plan.
- 108 The City establish a realistic plan for ensuring the delivery of retirement benefits to past, current, and future employees and integrate this plan into all budgets.
- The City's full required contributions to both LACERS and LAFPP are included as appropriations in the 2015-16 Budget as they have been for many years, and will continue to be pursuant to the City Charter.
- 109 All Departments commit to a Performance/Zero-Based Budgeting approach and using then-current data and incorporating multi-year obligations, budget only for results, starting each year at zero with each Department accepting accountability for their share of annual and long-term costs.
- Pursuant to the Mayor's budget development strategy and policy for the 2015-16 Proposed Budget, departments were expected to justify their entire budget and identify the performance impacts of all current level and new service requests.
- 110 The City immediately establish a short-term independent citizens committee pursuant to the recommendations of the 2020 Commission to address the City's overwhelming and increasing pension and healthcare obligations and to evaluate solutions which will contain that expense, take care of the City's past, present, and future workers and also be sustainable in our present and future economic environment.
- The City Council is currently considering the recommendations of the 2020 Commission.
- 111 The City administrative Officer determine the status of all of the City's infrastructure, Department by Department, and the related deferred maintenance costs.
- The Office of the CAO is developing a Citywide infrastructure strategic plan, as instructed by the City Council through its adoption of our *Staying the Course* three-year plan report. We will consider all of the global infrastructure-related recommendations in the development of that strategic plan. Further, the CAO will work with the City Engineer, the Proprietary Departments, and other departments as necessary.

- 112 The City develop a detailed operational and staffing plan to repair and maintain all of its infrastructure, Department by Department to ensure that our streets, sidewalks, and the rest of the City's infrastructure will be maintained in good condition for the next 100 years.
- The Office of the CAO is developing a Citywide infrastructure strategic plan, as instructed by the City Council through its adoption of our *Staying the Course* three-year plan report. We will consider all of the global infrastructure-related recommendations in the development of that strategic plan with a goal of maintaining the City's infrastructure indefinitely. Effort should be made to define life cycles of the infrastructure, define priorities and develop a strategic plan for the repair and maintenance.
- 113 The City develop a comprehensive financing plan which, to earn the trust of the voters, should establish an independent oversight committee consisting of qualified individuals who have the appropriate background, training, and adequate resources to monitor the repair and maintenance of the City's infrastructure.
- The Office of the CAO is developing a Citywide infrastructure strategic plan, as instructed by the City Council through its adoption of our *Staying the Course* three-year plan report. We will consider all of the global infrastructure-related recommendations in the development of that strategic plan.
- 114 In the event the financing plan requires the approval of the voters, the City must place on the ballot a measure that comprehensively addresses the City's financial constraints by including requirements that the City balance its budget and fund retirement plans along with the repair and maintenance of its infrastructure.
- The Office of the CAO is developing a Citywide infrastructure strategic plan, as instructed by the City Council through its adoption of our *Staying the Course* three-year plan report. We will consider all of the global infrastructure-related recommendations in the development of that strategic plan. In terms of balancing the budget, the City is required to balance its budget each year, by both adopting a balanced budget, and closing the year with expenditures matching receipts. Eliminating the structural deficit remains both a greater challenge and an adopted goal of the City.

115 The City fund the Inspector General's suggestions when the return will exceed the cost including: 1) Centralization of all City collections; 2) Direct assessment and systemic code enforcement cost and fees be integrated and expanded; 3) An improved collection of parking fees, specifically from garages and rental car companies be developed and implemented; and 4) \$300 thousand be allocated for his Department to pursue \$3 million owed by the top 25% of scofflaws.

The Offices of the City Administrative Officer and Finance are working together to continue reviewing requirements towards collection centralization. It is anticipated that the Office of Finance will prepare and present year one funding requirements in its proposed budget for Fiscal Year 2016-17 while exploring options to enhance existing software capabilities in Fiscal Year 2015-16. The Housing and Community Investment Department has not responded to City Council's motion to integrate a direct assessment program as a tool available to improve collections; therefore, item is considered inactive pending departmental response. Parking fees from Parking Occupancy Tax (POT) have increased by approximately 9.1% or \$9 million since Fiscal Year 2012-13, during which the City's POT surety bond requirements went into effect on January 1, 2013 (Ordinance No. 182283) to curtail delinquency and improve compliance. In addition, the Inspector General, Department of Transportation, and Office of the City Attorney worked with the Department of Airports to include language in its rental car company concessionaire agreement that would encourage participation in the City's Fleet Operator and Rental Agency program, which the first set of 10 contracts were approved by City Council in February 2015 (CF 15-0041). Other opportunities continue to be discussed, such as parking revenue control equipment and credit card mandate. Lastly, the Inspector General submitted a proposal in January 2015 to the Innovation and Productivity Commission (IPC) to fund a pilot program that would target parking citations scofflaws by leveraging best available technology and/or product focused on booting opportunities. No response or update has been received from the IPC.

116 The appropriate departments evaluate what is driving lawsuits against the City and accelerate regulations to limit the City's exposure in regards to infrastructure and environmental hazards, vehicle liability, police misconduct and personnel cases.

City departments on an ongoing basis evaluate what is driving lawsuits against the City. The CAO, Personnel and City Attorney meet regularly to discuss liabilities with departments. Further, corrective action plans related to lawsuits are required by the City's Claims Board and Budget and Finance committees. Regulations and policies are in place that let employees know what is legal and proper in regard to various exposures the City faces. While the City can always do better to mitigate lawsuits and reduce associated costs there are processes and regulations in place.

117 The City expand Deputy Mayor Rick Cole's mandate to incentivize the development of new income sources and reward innovation by encouraging more citizen participation.

The Mayor has the authority to make any such changes through policy direction, executive directive, or advocacy of proposals that require Council approval.



118 Develop policies to improve management of assets (owning vs. renting, leasing equipment vs. buying, etc.)

With respect to the City's real property assets, the CAO's Asset Management Strategic Planning (AMSP) unit is charged with strategic planning for the City's use of property owned or leased for municipal purposes. AMSP recommendations to Council are guided by the City's Real Estate Strategic Plan, adopted in 2009 and updated in 2014. Pursuant to the AMSP Framework approved by Council's Innovation, Technology, and General Services and Economic Development committees, AMSP will also coordinate the City's evaluation of underused City property for potential disposition or public-private partnerships to achieve City goals such as economic development, affordable housing, community amenities, and more. The Proposed Budget also includes funding to begin the development of an asset management system.

Equipment acquisition is governed by the City's financial policies. For example, the City's Debt Policy notes that lease obligations have the greatest impact on debt capacity and budget flexibility. Thus, efforts are made to fund capital equipment with pay-as-you-go financing where feasible, and only the highest priority equipment purchases funded with lease obligations.

### **New Proposals**

119 The City implement a realistic, balanced, five-year budget and 30-year plan, both to be updated yearly and approved together with the annual budget, with multi-year amortized costs integrated with those of day-to-day operations so future shortfalls will be identified and addressed thoughtfully and transparently long before they can impact day-to-day operations.

While the adoption of a five-year budget and 30-year plan is ambitious, the City has made strides toward better planning in recent years. Among the strategic plans recently and/or regularly adopted or considered include this Office's annual three-year plan, a recent Information Technology Strategic Plan, and a Fire Department strategic plan. We are working toward developing stronger asset management and infrastructure strategic plans. We consider and plan for future debt service and pension payments. We project the needs for major funds, including the General Fund and several special funds.

120 The City encourage the DWP to replicate the Inspector General model if their collection efforts continue to be ineffective.

The Council and Mayor could consider creating such an office.

121 The City make the position of Inspector General permanent.

Making the Inspector General Permanent would require Council and the Mayor to adjust the 2015-16 Budget to change the position from a resolution to a regular authority. This change was not requested and is not included in the 2015-16 Budget, but could be added with no additional cost.

- 122 Ask the CAO to perform an analysis of the merits of using a portion of the DWP transfer fee for sidewalk repair, along with the advantages/disadvantages of bonding the funds. Per the City Charter, the transfer from the Power Revenue Fund is made to the City's Reserve Fund. The decision of how to appropriate these funds is determined by the Mayor and City Council through the annual budget process.
- 123 Formally request that the City Attorney produce a legal document discussing the history of City and State laws around trees and sidewalks, with an up to date analysis of what the City views as its responsibility/ liability in this area. This information should be shared with neighborhood councils, the real estate community and public for their response. At this time, a legal document prepared by the City Attorney's Office discussing the history of City and State laws around trees and sidewalks does not exist. However, a report dated December 9, 2009 by the Bureau of Street Services, provides a background of the City and State laws around trees and sidewalks, as well as some history on the matter. The Council File number for this report is 05-1853-S1.
- 124 Request that the Board of Public Works and Bureau of Street Services create a website about trees and sidewalks and produce a new version of their brochure on these topics. The CAO is the process of reporting back with recommendations relative to the City's sidewalk related policies. This suggestion can be considered within that context. A report will be released later this year.
- 125 Allocate a percentage of the funding proposed by the Bureau to conduct a complete and formal estimate of sidewalk damage across the City, using some combination of hiring hall staff, apprentices, and consultants to perform much of the work and lower the cost. The 2015-16 Budget will again include funding for a sidewalk program, which could include the completion of such an inventory. Allocating funding for a sidewalk survey is a policy decision that will need to be made by the Mayor and Council.

## ATTACHMENT 2: PROPOSALS BY CATEGORY

#	NEIGHBORHOOD COUNCIL ADVOCATE RECOMMENDATION	CAO FEEDBACK
<u><b>New Proposals</b></u>		
<b>City Clerk</b>		
10	Explore what functions from other departments could be included in their efficiencies using the metrics they provide as a basis since City Clerk already has an administrative function for most departments.	The City Clerk provides administrative support functions specifically for the Mayor, City Council, and the Office of the City Legislative Analyst only. The Department's citywide administrative responsibilities, such as records management and contract attestation, are limited to those outlined in the Administrative Code.
11	Evaluate City Clerk's office handling all payroll data entry and calculation, going then to the respective department heads for approval then to the Controller's office for payment.	A majority of the City's departments utilize PaySr Distributed-Time (D-Time) system. This system requires that each employee enter their own payroll information; supervisors review the submitted hours for accuracy; payroll administrators review any potential errors in the use of codes and reporting of hours; and controller to process the associated pay check. The Department would be insufficiently staffed to take on the payroll administrator function for the whole City.
12	Request that the \$791k deducted from the department's current budget be returned to the City Clerk before it affect in their cash flow and leads to emergency funding requests and that, since the refunds to the City Clerk's office in connection with other entities elections is paid into the general fund anyway, no such deductions be done in the future.	The Department reported a potential shortfall of \$791,000 for unfunded LAUSD District 1 Board Member election expense in the First Financial Status Report. The Department has subsequently indicated that it has sufficient savings within its departmental funds to absorb these costs and conduct the City's 2015 municipal elections.

13 Suggest that a policy be established that once the costs of services for outside elections is calculated and submitted, that follow up on such reimbursements be put in the hands of the CAO's Inspector General.

The CAO's Inspector General (IG) is tasked with independently monitoring, reporting on, and helping address Citywide and departmental revenue collection challenges. The IG typically becomes involved in the collection of delinquent accounts and provides departmental assistance on the use of collection and/or legal remedies to reduce an outstanding debt. The Office of the City Clerk calculates cost for outside elections through an agreed upon methodology approved by the respective parties (i.e. City, Los Angeles Community College District, Los Angeles Unified School District, etc.). Direct and Indirect Cost are prescribed in the terms and conditions of the agreement. However, in the event of non-payment, the Office of the City Attorney would be requested to pursue legal action for violation of the terms of the agreement. Therefore, the Clerk has been able to recover the permitted costs.

### **Controller**

16 Look at aligning payroll functions so City Clerk's administrative function handles up to check cutting for consistency.

Payroll is currently handled at the departmental level, with the Controller issuing checks for all City employees. The current practice allows for appropriate oversight and accountability by managers, as well as captures the efficiencies of a central payment system.

17 Study ways to keep funds IN the city -look at current buy LA/buy local policies, quantify and standardize threshold requirements for vendor preference on Requests for Proposals (RFPs) to increase benefit to local economy, based on jobs in Los Angeles, etc.

Extending the currently existing local preference program could be considered in the context of a review of citywide procurement. General Services, as the City procurement manager, and Public Works - Contract Administration, who monitors contract compliance, are better suited than the Controller to conduct this analysis. The Mayor's Office has also undertaken an analysis of the City's contracting process.

### **Disability**

21 Digitize the Department on Disability's records so that the training process for future employees can be easier and faster

Department has not requested any funding for digitization of records or for employee development. Department needs to present a proposal to address the required knowledge transfer and succession planning efforts.

### **Finance**

28 Explore going through NC's to help business stakeholders and facilitate tax education - info, requirements, etc.

Finance should work with DONE to develop outreach efforts and programs for neighborhood councils to help educate business stakeholders on the City's tax requirements.

- 29 Proactively look at better solutions to attract business than phasing out the business tax (will remove revenue while costs for related audits, etc will continue for 3 years); look at how other cities handle, etc. With the adoption of Ordinance 183419 (CF 14-0600-S253), Mayor and Council approved a reduction to the business tax for taxpayers paying the highest rates, in lieu of the complete elimination of the tax. The reduction is phased in over 3 years beginning with the 2016 tax period. This approach does not eliminate the business tax.
- 30 Provide proposal to develop contingency plans- can this be done with part-time personnel? Recommendation does not specify which service/program they are recommending to develop contingency plans for.

**Los Angeles Homeless Services Authority**

- 38 LAHSA should begin providing homeless count data by health district, not just by SPA region or for those cities and communities that perform their own counts. The LAHSA provides the homeless count data in several ways, including by SPA, for the entire City of Los Angeles, and by City of Los Angeles Council Districts. The LAHSA can also produce the data at various levels of granularity, including by city boundary; however, the precision of the data may lose value if the areas to be reported on are too small. The CAO recommends that interested parties contact LAHSA to discuss the level of data that would be appropriate for their use. It is possible that the County's health districts, as recommended in the Neighborhood Council White Paper, would make sense as the area of measurement for the homeless count for some local jurisdictions.
- 39 Encourage the City and County to develop a way in their respective annual budgets to credit government programs and nonprofit agencies that help reduce government costs for servicing the homeless so that they can expand their efforts and taxpayers can see the connection. This Neighborhood Council recommendation is more appropriate for the County than for the City. The County provides services such as emergency room visits and mental health consultations for the homeless and tracks those costs. If the County agencies or non-profit contractors providing the services are able to reduce their costs to treat the homeless, then, per the recommendation, they could receive a financial "credit" which they could use to expand or provide additional homeless services. The City does not provide homeless services directly. Generally, the City's homeless services are funded through a transfer from the General Fund to LAHSA, which contracts out the services on behalf of the City. The CAO recommends that the interested parties could work with LAHSA and the County to discuss the viability of a credit program. See the CAO report on this topic (C.F. 15-0211).

40 The City should continue to lobby Congress, and coordinate with the County in this effort, to permit urban areas to utilize statistical sampling methods as part of their homeless counts so that hard to reach groups of people are not missed.

The LAHSA hires demographers and statisticians to design the homeless count methodology. As a result, LAHSA already uses a statistical sampling method. However, it would make sense for the City to lobby to change the federal homeless funding formula, which is based on measures such as the age of housing stock or the cost of utilities, among other criteria, which tend to favor east coast cities over west coast cities. For lobbying on this issue to occur, the City Council would have to take a position on the matter, and then the Mayor's Office would direct the City's lobbying resources accordingly.

### **Library**

49 Since media is purchased centrally and distributed throughout the library that this provided a way to expand service at minimal cost. Since there would not be additional cost for the media, could smaller spaces be leased by the City to provide start up Library access at minimal cost until utilization and/or funding could justify a more traditional type of space.

Since the passage of Measure L, the Library has concentrated on the restoration of service hours in existing libraries, the addition of funding for library materials and expanding their digital presence by providing wi-fi access, computers and digital media to library patrons. For 2015-16 the Library requested additional staff to expand the digitization program at the Central Library to make their special collections accessible anywhere with an internet-enabled device. Expansion of service proposals, as a result, have been focused on existing facilities rather than extending into new facilities.

### **Neighborhood Empowerment**

51 Convert all Department of Neighborhood Empowerment (DONE) staff to exempt positions

The process of exempting specific civil service positions is subject to Mayor and Council approval. However, creating a special provision to designate that all DONE positions be exempt from civil service will require a Charter amendment. A Charter amendment requires a vote of the electorate.

### **Personnel**

59 All emergency appointments be extended by up to one year or until every Department's backlog is cleared.

Charter Section 1013 limits the length of emergency appointments until an eligible list is established to an amount of time no longer than one year. Once an eligible list is established, an employee on emergency appointment must be taken off the emergency appointment within 60 days if not appointed off of the eligible list within that time frame. The Board of Civil Service Commissioners (Board) may extend current emergency appointments beyond these 60 days (for example, in April 2014, the Board extended current emergency appointments of DWP Customer Service Representatives and Meter Reader to 180 days but not to exceed the actual one year period of emergency appointments). Nonetheless, extending emergency appointments beyond one year would require a Charter change approved by the voters of the City of Los Angeles.

60 The City authorize the development and long-term funding of an automated payroll system with HR modules to consolidate and modernize City payroll for all Departments and the Council.

That the City plan to fund an automation, payroll system with HR modules (big ticket item \$30-\$50 M, \$IT costs \$1B overall- need to address how to fund because they are needed in the long term.

1. Currently, the City does not have a centralized eHRMS. The City uses the citywide payroll system, PaySR, to handle HR functions directly affecting payroll and other HR transactions (e.g. position types, employee transfers, employee leaves, employee working hours for part-time positions) on an ad-hoc basis. As part of HR consolidation, Personnel discovered that multiple City departments have purchased or developed their own HR systems in the absence of a centralized eHRMS (e.g. DBS).

2. ITA is currently working on several large scale projects. There may be capacity issues which would need to be addressed prior to embarking on another large scale project such as eHRMS. Initial cost estimates for a customizable off-the-shelf vendor supported eHRMS was about \$25 million and would require a multi-year build-out and implementation.

3. In the interim, ITA, Controller, Personnel, and CAO have been working on a PaySR Short/Long Term Strategy to support the transition of PaySR from contractor to City support. Funding for this request is included in the 2015-16 Proposed Budget.

### **Board of Public Works**

69 The City should once again sponsor State legislation allow Los Angeles to propose a tax on the sale of aerosol cans and felt-tipped markers (Sharpies) to raise funds to remove graffiti. Such a proposal passed the State Senate in 2010 but died in the Assembly. With multiple State leaders hailing from Los Angeles, this can be done.

Although proposing a tax on the sale of aerosol cans and felt-tipped markers won't necessarily decrease graffiti offenses, it would be an effective way to generate revenues to maintain and increase OCB's graffiti abatement services. In order to propose a tax on the state level, the Council would need to act to add support of this legislation and the Mayor would have to lobby on its behalf.

70 Finish developing policy on ficus and other tree species that are responsible for damaging many of the City's sidewalks, with some type of tree replacement formula similar to the one developers use when removing trees in hillside areas that does not require approval by the Board for each request. Consider incorporating the suggestion of former Council member Hahn to allow each Council office to play a role in the process, with a capped number of trees allowed to be removed by district per fiscal year.

The Board of Public Works is currently working with the Bureau of Street Services to develop a new policy for tree removal, and should consider this proposal in that context.

### **Public Works - Contract Administration**

72 Ask the CAO and Personnel to explore creative ways to address the long-term staffing needs of the Bureau by creating an apprenticeship program, in partnership with local trade unions and tech schools, to train a new "bridge" generation of inspectors who can pass on to become full-time City employees after an appropriate period of training.

The Bureau should consider this proposal in collaboration with the Personnel Department's citywide work on succession planning.

73 Explore increasing the medical component of the living wage from the current \$1.50 an hour to closer to the \$5 an hour offered by the Airports.

Exploration of this idea would be appropriate to determine if an adjustment is necessary. Contract Administration could be asked to lead this effort.

74 Consider breaking the Bureau into two divisions, one that handles the proprietary side and another that handles regular City departments. Allow the first group to hire a larger number of administrative staff so long as they can recover the cost.

This is likely intended to help the Bureau get more administrative support that they need, which could be accomplished without reorganizing the Bureau. The Bureau could discuss the need for additional administrative support in relation of proprietary department projects, and if the proprietaries agree to fund specifically dedicated administrative staff, then additional resources could be authorized.



### **Public Works - Sanitation**

78 The Bureau should consider offering smaller, cheaper trash bins to residents who state that they do not need the space they are offered now, similar to the ability Angelenos have to "super-size" their trash cans if they believe that they need additional space.

The Solid Resources Fee pays for more than just disposal costs (tip fees), but also pays for salaries (direct and indirect), equipment, vehicles, fuel, maintenance, landfill costs, buildings and facilities, and other costs associated with refuse disposal. Reducing just the tip fee portion would result in insignificant savings and implementing such a change would be operationally challenging and would require significant costs. The Bureau does provide credits for dwellings that are under construction and unoccupied.

79 Consider setting aside all or a significant portion of the new trash franchise fee to the restoration of a 50-50 sidewalk repair program.

The implementation date for the Franchise System is January 1, 2017 (or the 2016-17 Budget). These are unrestricted revenues and the Mayor and Council will determine how the funds will be allocated.

### **Public Works - Street Lighting**

81 Request that BSL and the Department of Neighborhood Empowerment work together to devise a format for outreach in which assessment district ballots would be sent out to property owners by neighborhood council area every two weeks, with town halls and intensive outreach performed in the voting areas leading up to the vote. Staff would need to be hired, ideally consultants on a short-term basis, to assist with the outreach efforts.

The Bureau could be asked to evaluate the costs and benefits of the proposed increased outreach program. While some assessment districts are extremely large, the majority are very small. The need for additional voter education must be considered, as well as an evaluation of the clarity of the information materials provided.

### **Public Works - Street Services**

83 Ask the City Attorney to dedicate one or more attorneys for a new illegal sign task force, allowing the Bureau to restore its team, using the civil court proceeds to pay for itself.

This proposal would require analysis to determine if civil court proceeds would generate enough money to cover the costs of the additional positions. However, typically, these cases rarely escalate to Civil Court. It is very difficult to track the origin of illegal signs. Penalties and fees are assessed when a sign poster is located. Instances where illegal sign posters are caught in the act can be prosecuted.

84 Recommend that BSS offer to let NC PW representatives view the draft list of streets being considered for repaving before the Council offices weigh in with their final selections so that they can help narrow the list of candidates, if not make the actual decisions themselves.

The Bureau of Street Services utilizes MicroPAVER to assist in determining candidate streets for resurfacing. Streets are prioritized based on numerous factors.

### **Recreation and Parks**

95 Consider asking the voters to further limit the Council's 245 Charter ability to reject contracts to require that any decision to overrule a commission must be based on the merits of the two bidders and the project at hand, not work elsewhere across the City, and that there must be several findings made as to financial operational impacts before such action is taken.

Any changes to the City Charter Section 245 would require voter approval, and City Attorney's opinion could be requested to determine if the requested changes are feasible/legal.

96 Continue seeking State legislation to allow for the use of Quimby funds by cities to maintain and improve existing park space and recreational facilities, not just new ones.

This should be submitted as part of the annual legislative agenda. Council would have to act to add the proposal to the City's legislative program, and the Mayor would then have to direct the City's lobbying staff to advocate for the change.

### **Transportation**

101 All service requests that impact a large area should be referred to local neighborhood council for their input.

The Department consults with impacted Council Offices and constituents on service requests submitted as necessary. The Department could incorporate a formal neighborhood council review in its process, although it would have to weigh the impact that this additional formal review would have on the timeline of the delivery of services.

### **Citywide**

119 The City implement a realistic, balanced, five-year budget and 30-year plan, both to be updated yearly and approved together with the annual budget, with multi-year amortized costs integrated with those of day-to-day operations so future shortfalls will be identified and addressed thoughtfully and transparently long before they can impact day-to-day operations.

While the adoption of a five-year budget and 30-year plan is ambitious, the City has made strides toward better planning in recent years. Among the strategic plans recently and/or regularly adopted or considered include this Office's annual three-year plan, a recent Information Technology Strategic Plan, and a Fire Department strategic plan. We are working toward developing stronger asset management and infrastructure strategic plans. We consider and plan for future debt service and pension payments. We project the needs for major funds, including the General Fund and several special funds.

120 The City encourage the DWP to replicate the Inspector General model if their collection efforts continue to be ineffective.

The Council and Mayor could consider creating such an office.

121 The City make the position of Inspector General permanent.

Making the Inspector General Permanent would require Council and the Mayor to adjust the 2015-16 Budget to change the position from a resolution to a regular authority. This change is not included in the 2015-16 Budget, but could be added with no additional cost.

- 122 Ask the CAO to perform an analysis of the merits of using a portion of the DWP transfer fee for sidewalk repair, along with the advantages/disadvantages of bonding the funds. Per the City Charter, the transfer from the Power Revenue Fund is made to the City's Reserve Fund. The decision of how to appropriate these funds is determined by the Mayor and City Council through the annual budget process.
- 123 Formally request that the City Attorney produce a legal document discussing the history of City and State laws around trees and sidewalks, with an up to date analysis of what the City views as its responsibility/ liability in this area. This information should be shared with neighborhood councils, the real estate community and public for their response. At this time, a legal document prepared by the City Attorney's Office discussing the history of City and State laws around trees and sidewalks does not exist. However, a report dated December 9, 2009 by the Bureau of Street Services, provides a background of the City and State laws around trees and sidewalks, as well as some history on the matter. The Council File number for this report is 05-1853-S1.
- 124 Request that the Board of Public Works and Bureau of Street Services create a website about trees and sidewalks and produce a new version of their brochure on these topics. The CAO is the process of reporting back with recommendations relative to the City's sidewalk related policies. This suggestion can be considered within that context. A report will be released later this year.
- 125 Allocate a percentage of the funding proposed by the Bureau to conduct a complete and formal estimate of sidewalk damage across the City, using some combination of hiring hall staff, apprentices, and consultants to perform much of the work and lower the cost. The 2015-16 Budget will again include funding for a sidewalk program, which could include the completion of such an inventory. Allocating funding for a sidewalk survey is a policy decision that will need to be made by the Mayor and Council.

## Proposals Already Underway

### **City Administrative Officer**

- 9 Ensure that a coherent structure is in place to address and track departmental obligations regarding staffing and performance. The City is continues to move toward integrating the use of metrics as a measure of return on investment.

### **Controller**

- 14 Provide for an immediate assessment of an electronic payment system including ability to accurately track income & expenditures and include sufficient funds to implement it in the 2015-16 budget. The Controller currently issues electronic payments and is striving to increase the use of electronic payments vs. decreasing the use of paper checks. FMS tracks the income and expenditures.
- 15 Evaluate current positions to see which could take on part-time succession planning & support. The Controller uses the as-needed staffing, mostly retired Controller accounting staff, for the Accounting Assistance Program to provide a level of succession planning and support. They are also training what is hoped to be future accounting employees through this program.

### **Economic and Workforce Development**

- 23 Add funding specifically to handle the additional reporting obligations on grants required by federal agencies. There is an existing Accountant II vacancy to support this effort. Filling this position is subject to special funds (grants) being available.
- 24 Implement a standardized data entry system for all City departments. Further information and context are needed regarding this recommendation to provide specific feedback. Currently, there is a standardized City-wide financial management system (FMS) used by the Office of the Controller to track transactions by Departments.
- 25 Council Members and other elected officials should actively assist in setting up partnerships to expand existing programs and implement new ones. EWDD's currently expanding roles in City-wide economic development involve various Council-initiated projects. Council members may present their directions and assistance for programs and initiatives via Committee and Council consideration of the Housing and Community Development Consolidated Plan, and other opportunities to review EWDD grant funding and acceptance.

## Finance

26 Aggressively address reducing bank fees - assess if an immediate transition to electronic payments would help?

Electronic payments are already being accepted by the City. These types of payments also have a bank service fee associated with it. However, Finance is working collaboratively with the Office of the Controller to move more payments to an electronic process.

27 Address charging back some of the costs to provide data to council members and other departments to cover costs of additional personnel to handle these requests effectively.

The Office of Finance is currently funded from the General Fund. The General Fund, as a whole, is already reimbursed by special funds and proprietary departments for services provided by Finance in the Cost Allocation Plan (CAP) Rate. Once the PCI study is completed, Finance plans to implement the Treasury Workstation, which would automate and expedite the creation of various reports that are requested by departments/Mayor and Council. Finance is also exploring establishing service fees to defray the costs of merchant fee activities.

## General Services

34 Continue the partial exemption from "managed hiring" restrictions for the General Services Department. The City should allow for as many exemptions as possible, but filling vacancies should be prioritized based on their positive benefit-cost ratio as determined by the General Services Department.

The Department has an approved hiring plan for positions through the end of FY 2014-15. It is recommended that the Department continue the MHC exemption of the current approved classifications. The Department has continued to maintain a surplus in their Salaries, General Account.

35 Empower the GSD with the ability to hire temporary or seasonal workers. Due to the highly variable nature of the work at GSD, in which services are often provided on-demand to the various departments, temporary workers are integral. For the GSD to be a truly effective organization it needs dexterity. The ability to hire temporary workers can provide that.

The Department currently has approval to hire as-needed positions for various classifications. There are no pending MHC requests for any temporary or interim. The Proposed 2015-16 Budget eliminates the managed hiring process.

### **Los Angeles Homeless Services Authority**

37 Encourage the City and County to renew their commitment to finding a joint, regional solution for homelessness by pooling together their resources and making sure that the majority of funding is going toward the areas and types of projects that LAHSA has determined should be the highest public priority.

The City and County currently both provide funding to LAHSA for homeless projects which LAHSA has prioritized. The narrative attached to the Neighborhood Council recommendations suggests that the City and County could and should work more collaboratively and with more purpose to ensure that homeless funding is allocated for the highest and best use. The City and County already work closely together, and should continue to enhance the relationship where possible. This Office has recently released a report, subsequently approved by Council, noting the increased focus by City leaders on responding effectively to homelessness in Los Angeles, and establishing recommendations to enhance coordination on those efforts (C.F. 15-0211)

### **Information Technology Agency**

45 Empower a single individual (or team) to coordinate the IT efforts within the City to avoid redundancies and decrease inefficiencies across departments. To avoid inhibiting the various departments from meeting their own IT needs, this should not entail their ceding complete control of their individual IT efforts.

The Information Technology Policy Committee (ITPC), consisting of systems managers or staff from City departments, meets monthly to discuss major projects, technology standards, and city licensing opportunities. The General Manager of the Information Technology Agency acts as chair of the committee.

46 Ensure that a long-term benefit-cost analysis for all major IT projects is undertaken before entering into agreements that may ultimately cost us more money than they would save. A considered investment in our own significant IT infrastructure has the potential to save us millions of dollars in the long run. By way of example, ITA General Manager Steve Reneker cited the decision to contract out the laying of fiber optic line for the Emergency Operations Center as a lost opportunity. For such large-scale projects, the City should require the appropriate departments to review the long-term value of these projects and budget accordingly.

Major technology projects are vetted through the budget process or through the Information Technology Oversight Committee. In addition, new initiatives are often discussed at the ITPC which allows the City's IT leaders to address concerns regarding impacts to their respective departments.

47 Implement the recommendations from the CAO (CF 14-1646- Council adopted these recommendations without alteration on March 24, 2015. CAO will S1) to: 1) Establish a strong IT infrastructure backbone that is work with ITA on next steps. scalable; and 2) Modernize the City's data center operations through public and private cloud options. Our IT infrastructure cannot continue to be supplemented with modest advancements. To be able to handle the IT needs of a world class city, our IT infrastructure needs to make a "quantum leap" in IT service delivery. This entails investing in the aforementioned technologies that will begin to put us on the right course.

## Personnel

58 The City fund and the Department of Personnel implement:  
1) Expanded in-house and new hire training; 2) Cross-training to ensure flexible staffing during economic fluctuations as well as provide additional short term support for Departments experiencing unexpected staffing demands; 3) An apprenticeship program in conjunction with colleges and vocational schools so people can learn skills on the job and be promoted; 4) Increased summer and first-job youth employment programs with existing federal and state grants; and 5) A streamlined hiring process, proactively anticipating departmental requirements and avoiding delays to fill positions on a timely basis.

Personnel's Employee Training and Development budget program currently consists of two positions, a Senior Personnel Analyst I and Personnel Analyst II. Staffing for this budget program was reduced over the past couple of years as senior staff retired and the Personnel Department transitioned from in-person training to training delivered predominantly online. Today, over 25 courses are offered on the City's Online Training Academy web platform. To specifically address each point of the NC Budget Advocate recommendation, please see below:

1) Funding of \$50,000 is provided in this fiscal year and is included in fiscal year 2015-16 for Personnel to develop and implement a comprehensive employee orientation program for new City employees. In addition, the Online Training Academy has greatly expanded availability of training courses offered to City employees to schedule and take on City time as approved by their supervisor.

2 and 3) While Personnel is responsible for providing a training program for City employees, individual City departments also provide training specific to their own employees. This cross-training amongst staff of duties and responsibilities to ensure sufficient coverage during staffing shortages is often managed within the individual City department with support from the Personnel Department.

3 and 4) Apprenticeship programs and existing federal and state grants that provide summer and first-job youth employment are programs often administered with the individual City department (e.g. EWDD) with Personnel Department support.

5) Personnel meets frequently with City departments to review department vacancies and plan for upcoming exams. To manage City hiring needs, Personnel utilizes a Master Calendar to schedule exams at least six months out. This calendar is updated weekly and examination open dates are subject to change based on City workforce needs.

## Recreation and Parks

88 Develop a Strategic Plan that includes a plan for how to pay for replacing facilities.

RAP has begun developing a strategic plan for the Department which will include operating and capital planning areas. The Board of Recreation and Park Commissioners met in February 2015 to begin the process. Staff is currently working on the plan to take back to the Board for input, review and approval. The plan will cover at a minimum a three year timeline.



- 89 Tighten up scoring process for bids by limiting the number of points that firms can receive for items not required by the RFP. Also, give a score to each bidder for either their perceived relationship with the surrounding community, in the case of incumbents, or their track record elsewhere in the case of new bidders.
- Scoring criteria are determined by the City departments based on the type of services requested in the RFP to select the best proposer.
- 90 Charge Quimby fees for the construction of market rate apartment buildings, perhaps exempting those portions of the City that fall in economic revitalization zones.
- Pursuant to Los Angeles Municipal Code Section 17.12, most residential development projects requesting a subdivision or a zone change are required, as a condition of approval of the project, to either dedicate land for recreation and park purposes or pay a fee in-lieu (Quimby Fees). The in-lieu fee is calculated on a per unit (for condominiums) or per lot basis, with the amount of the fee dependent on the zoning of property. Only affordable housing developments are exempt from paying Quimby fees.
- 91 The CAO should perform an "apples to apples" financial review of the two bids for the Greek Theater prior to the City Council's consideration of this matter, as requested by the Neighborhood Council Budget Advocates. One bid apparently contains a lower amount of guaranteed money but pledges a higher amount to be spent on improving the facility.
- The Board of Recreation and Park Commissioners rejected all bids for the running of the Greek Theatre and is currently pursuing an open venue management approach for the facility for the time being.
- 92 Any charges to the department's budget by another entity of the City should reflect the lowest "documented" charge for the service. Given that even a fee of a dollar for going to pool can discourage attendance, incentives for increasing user fees should be avoided.
- RAP analyzes all charges to ensure its accuracy. In most cases, fees are kept below the cost of the service in order to ensure that the fee is not a disincentive to participation.
- 93 Look at contracting out certain maintenance services in order to reduce costs and increase cleanliness of facilities. Redirect City staff toward other core functions.
- RAP is aggressively pursuing contracting options for non RAP facilities so that RAP staff can focus on more landscaping and maintenance at Department facilities. Additionally, RAP contracts out through as-needed contracts one-time deferred maintenance and construction projects.

94 Require a neutral fiscal analysis by the CAO or CLA for any proposed contracts with a value of more than \$10 million so that the City Council and public have the ability to fairly and accurately compare bids on their potential financial and infrastructure impact.

City contracting process is currently regulated by the Charter Sections 370 to 390. Any changes to the contracting process would require Charter change. In awarding contracts for services, the City is permitted to consider factors other than price alone. This allows that City to ensure that the quality of service meets the required level. It should be noted that the Mayor and/or Council generally request a CAO report on most contracts that are subject to their approval and, consistent with the City's Financial Policies, those reports do contain a statement of the fiscal impact.

### **Board of Public Works**

68 Include in City Budget a total of how many square feet of graffiti have been removed Citywide, in addition to statistics about response times, as four times as much tagging is removed by roaming crews as is painted over due to calls from constituents or the City.

The statistics about response time is included in the Budget. The total square feet of graffiti removal and the percentages of graffiti removed by roaming crews versus removal due to calls is tracked but not reported in the Budget at this time.

### **Public Works - Street Services**

82 The City Attorney should be requested to increase his office's prosecution of those businesses and individuals found responsible for illegally dumping on City property.

In Fiscal Year 2014-15, the Adopted Budget included five additional positions and funding to increase services provided by the Neighborhood Prosecutor Program. The Neighborhood Prosecutors address various issues within their designated area, including illegal dumping.

### **Public Works - Sanitation**

76 Offer green waste recycling bins to condominium complexes immediately and consider allowing some apartment complexes to take part in well, provided that they are small enough not to be able to afford to pay for the service but have space to store the bins.

Apartment complexes serviced by Sanitation have access to green recycling bins. With the launch of the Franchise System in 2017, condominium complexes and privately serviced apartment complexes will have access to green recycling bins. Providing green waste recycling bins to condominium complexes immediately free of charge would violate Proposition 218 provisions.

77 Invite the CAO to work with the Planning and Public Works departments to better coordinate the information contained in the various infrastructure-related reports each produces, along with the CAO's own quarterly report on individual capital projects.

The CAO will continue to work closely with all City departments in its efforts to oversee and report on the City's infrastructure projects.

## Transportation

- 99 Request to investigate the feasibility of creating a temporary exempt category for DOT and any other City Department that can demonstrate they have significant short-term funding for projects, as an alternative to new hires. These positions would work under a three year authority after which time the Department would have to demonstrate that they continue to have necessary funding.
- The Charter section 1001 permits the Council to approve the creation of exempt positions that are grant funded for a period of two years, with an option to extend the exemption for a third year. This could be used as an equivalent to a three year employment term for short-term, grant-funded projects. Further, resolution authorities may be authorized by Council either as part of the budget process or off-budget in conjunction with a specific program. These positions are intended to be short-term in nature and employees who fill these positions must be absorbed into other functions in the City following the completion of the project.
- 100 Use new priority list of services to develop a scoring system for its district offices to use in determining what urgency to give new service requests. High priority items should be placed higher on the list and all interested parties should have the opportunity to weigh in on the proposals.
- All requests for service are reviewed daily and those which meet the level of an immediate "public safety liability or emergency" are prioritized above the remaining requests. Standard requests for new service items are completed in the order in which they have been received.

## Zoo

- 102 GLAZA should continue to fundraise for and grow an endowment to benefit the Zoo.
- In 1997, the City Council approved a 25 year Operating Agreement, between the City and GLAZA to establish and govern the relationship between the two parties for the primary purpose of providing a high quality LA Zoo. The agreement specifies GLAZA's responsibility to obtain financial contributions and similar support to be used for the City's operations and capital improvements at the LA Zoo.

## Citywide

- 105 The City determine what is feasible under its current financial structure and what must be changed to set Los Angeles on a better course for the future.
- This occurs on an ongoing basis through the City's budget process, which includes development, approval, implementation, monitoring, evaluation, and adjustment.
- 106 Evaluate if the Mayor should appoint a tech "czar" who can coordinate moving towards IT and financial standardizations in all departments as well as addressing current concerns such as cyber security
- The General Manager of ITA as the Mayor's Chief Innovation Technology Officer could be seen as playing the role of "Tech Czar" in the City. Reorganization of this function could be considered by the Mayor. The Mayor's Proposed Budget includes funding for creating a cyber security unit in ITA, and the City's major financial applications are already standardized across City departments.
- 107 All budgets, present and future, contain provisions to maintain every infrastructure element to ensure that the livability and safety of our City is maximized, and to justify future investments in infrastructure.
- The Office of the CAO is developing a Citywide infrastructure strategic plan, as instructed by the City Council through its adoption of our *Staying the Course* three-year plan report. We will consider all of the global infrastructure-related recommendations in the development of that strategic plan.

- 108 The City establish a realistic plan for ensuring the delivery of retirement benefits to past, current, and future employees and integrate this plan into all budgets. The City's full required contributions to both LACERS and LAFPP are included as appropriations in the 2015-16 Budget as they have been for many years, and will continue to be pursuant to the City Charter.
- 109 All Departments commit to a Performance/Zero-Based Budgeting approach and using then-current data and incorporating multi-year obligations, budget only for results, starting each year at zero with each Department accepting accountability for their share of annual and long-term costs. Pursuant to the Mayor's budget development strategy and policy for the 2015-16 Proposed Budget, departments were expected to justify their entire budget and identify the performance impacts of all current level and new service requests.
- 110 The City immediately establish a short-term independent citizens committee pursuant to the recommendations of the 2020 Commission to address the City's overwhelming and increasing pension and healthcare obligations and to evaluate solutions which will contain that expense, take care of the City's past, present, and future workers and also be sustainable in our present and future economic environment. The City Council is currently considering the recommendations of the 2020 Commission.
- 111 The City administrative Officer determine the status of all of the City's infrastructure, Department by Department, and the related deferred maintenance costs. The Office of the CAO is developing a Citywide infrastructure strategic plan, as instructed by the City Council through its adoption of our *Staying the Course* three-year plan report. We will consider all of the global infrastructure-related recommendations in the development of that strategic plan. Further, the CAO will work with the City Engineer, the Proprietary Departments, and other departments as necessary.
- 112 The City develop a detailed operational and staffing plan to repair and maintain all of its infrastructure, Department by Department to ensure that our streets, sidewalks, and the rest of the City's infrastructure will be maintained in good condition for the next 100 years. The Office of the CAO is developing a Citywide infrastructure strategic plan, as instructed by the City Council through its adoption of our *Staying the Course* three-year plan report. We will consider all of the global infrastructure-related recommendations in the development of that strategic plan with a goal of maintaining the City's infrastructure indefinitely. Effort should be made to define life cycles of the infrastructure, define priorities and develop a strategic plan for the repair and maintenance.

- 113 The City develop a comprehensive financing plan which, to earn the trust of the voters, should establish an independent oversight committee consisting of qualified individuals who have the appropriate background, training, and adequate resources to monitor the repair and maintenance of the City's infrastructure.
- The Office of the CAO is developing a Citywide infrastructure strategic plan, as instructed by the City Council through its adoption of our *Staying the Course* three-year plan report. We will consider all of the global infrastructure-related recommendations in the development of that strategic plan.
- 114 In the event the financing plan requires the approval of the voters, the City must place on the ballot a measure that comprehensively addresses the City's financial constraints by including requirements that the City balance its budget and fund retirement plans along with the repair and maintenance of its infrastructure.
- The Office of the CAO is developing a Citywide infrastructure strategic plan, as instructed by the City Council through its adoption of our *Staying the Course* three-year plan report. We will consider all of the global infrastructure-related recommendations in the development of that strategic plan. In terms of balancing the budget, the City is required to balance its budget each year, by both adopting a balanced budget, and closing the year with expenditures matching receipts. Eliminating the structural deficit remains both a greater challenge and an adopted goal of the City.

115 The City fund the Inspector General's suggestions when the return will exceed the cost including: 1) Centralization of all City collections; 2) Direct assessment and systemic code enforcement cost and fees be integrated and expanded; 3) An improved collection of parking fees, specifically from garages and rental car companies be developed and implemented; and 4) \$300 thousand be allocated for his Department to pursue \$3 million owed by the top 25% of scofflaws.

The Offices of the City Administrative Officer and Finance are working together to continue reviewing requirements towards collection centralization. It is anticipated that the Office of Finance will prepare and present year one funding requirements in its proposed budget for Fiscal Year 2016-17 while exploring options to enhance existing software capabilities in Fiscal Year 2015-16. The Housing and Community Investment Department has not responded to City Council's motion to integrate a direct assessment program as a tool available to improve collections; therefore, item is considered inactive pending departmental response. Parking fees from Parking Occupancy Tax (POT) have increased by approximately 9.1% or \$9 million since Fiscal Year 2012-13, during which the City's POT surety bond requirements went into effect on January 1, 2013 (Ordinance No. 182283) to curtail delinquency and improve compliance. In addition, the Inspector General, Department of Transportation, and Office of the City Attorney worked with the Department of Airports to include language in its rental car company concessionaire agreement that would encourage participation in the City's Fleet Operator and Rental Agency program, which the first set of 10 contracts were approved by City Council in February 2015 (CF 15-0041). Other opportunities continue to be discussed, such as parking revenue control equipment and credit card mandate. Lastly, the Inspector General submitted a proposal in January 2015 to the Innovation and Productivity Commission (IPC) to fund a pilot program that would target parking citations scofflaws by leveraging best available technology and/or product focused on booting opportunities. No response or update has been received from the IPC.

116 The appropriate departments evaluate what is driving lawsuits against the City and accelerate regulations to limit the City's exposure in regards to infrastructure and environmental hazards, vehicle liability, police misconduct and personnel cases.

City departments on an ongoing basis evaluate what is driving lawsuits against the City. The CAO, Personnel and City Attorney meet regularly to discuss liabilities with departments. Further, corrective action plans related to lawsuits are required by the City's Claims Board and Budget and Finance committees. Regulations and policies are in place that let employees know what is legal and proper in regard to various exposures the City faces. While the City can always do better to mitigate lawsuits and reduce associated costs there are processes and regulations in place.

117 The City expand Deputy Mayor Rick Cole's mandate to incentivize the development of new income sources and reward innovation by encouraging more citizen participation.

The Mayor has the authority to make any such changes through policy direction, executive directive, or advocacy of proposals that require Council approval.

118 Develop policies to improve management of assets (owning vs. renting, leasing equipment vs. buying, etc.)

With respect to the City's real property assets, the CAO's Asset Management Strategic Planning (AMSP) unit is charged with strategic planning for the City's use of property owned or leased for municipal purposes. AMSP recommendations to Council are guided by the City's Real Estate Strategic Plan, adopted in 2009 and updated in 2014. Pursuant to the AMSP Framework approved by Council's Innovation, Technology, and General Services and Economic Development committees, AMSP will also coordinate the City's evaluation of underused City property for potential disposition or public-private partnerships to achieve City goals such as economic development, affordable housing, community amenities, and more. The Proposed Budget also includes funding to begin the development of an asset management system.

Equipment acquisition is governed by the City's financial policies. For example, the City's Debt Policy notes that lease obligations have the greatest impact on debt capacity and budget flexibility. Thus, efforts are made to fund capital equipment with pay-as-you-go financing where feasible, and only the highest priority equipment purchases funded with lease obligations.

## **Proposals Pending in Budget (Submitted by Departments, Included in Mayor's Proposed**

### **Animal Services**

- 1 Allow for the Department to hire a few more Animal Control Officers, with the salaries and benefits of the Officers to be covered by the increased collection of animal licensing fees and fines. An estimate into such a hiring program should be conducted by another City Department.
- The Mayor's Proposed Budget includes funding for 12 new Animal Control Officers. While this should enhance the quality of the services provided by the Department, it will be unclear until the positions are fully hired and some revenue data has been analyzed whether the new positions will fully recover their costs.

### **Building and Safety**

- 4 Provide funding for additional Code Enforcement staff to reduce response time to preferably 5 business days from the current 25 days.
- As part of the 2014-15 Budget, the DBS requested 42 positions to reduce response time from 25 days to 5 days. The DBS request was split into three phases (14 positions per phase) and Phase 1 was approved in the 2014-15 Budget. The DBS requested Phase 2 positions is included in the Proposed 2015-16 Budget.
- 5 Positions for Condition Compliance
- As part of the 2014-15 Budget, the DBS was authorized 13 positions to support the Planning Department's Condition Compliance Unit. Funding and resolution authority to continue the program has been included by the Mayor's Office in the 2015-16 Proposed Budget.
- 6 Positions for customer feedback survey
- As part of the 2014-15 Budget, the DBS was authorized one position to support the collection and analysis of customer feedback data. Funding and resolution authority to continue the program has been included by the Mayor's Office in the 2015-16 Proposed Budget.

### **City Administrative Officer**

- 8 Evaluate the trade-off between CAO controlling payroll costs through managed hiring with the demand by other departments to improve performance.
- In the 2014-15 Budget, the Council instructed the CAO and CLA to redesign the managed hiring process to allow for more departmental hiring flexibility. Under the revised process, the CAO reviewed hiring plans for conformance with the Adopted Budget, and if approved by the Managed Hiring Committee departments were authorized to conduct hiring to meet their performance goals within that approved plan. The Proposed 2015-16 Budget eliminates the managed hiring process.

### **Controller**

- 20 Funding for succession planning costs
- \$370,000 is provided annually for the Accounting Assistance Program, and this funding is continued in the Proposed Budget. The Personnel Department has been tasked with exploring succession planning citywide.



**Finance**

31 Assuming options to increase enforcement have been adequately identified, fund those which have the top return on investment for the 2015-16 budget year.

Office of Finance already prioritizes staffing and resources to maximize returns on investments and have requested to continue their base level of funding for 2015-16.

32 Fund infrastructure suggestions, including facility/personnel for live chat option, for the coming budget year.

The Mayor's Proposed Budget includes funding in support of an Office of Finance proposal to implement a pilot online chat support service for 2015-16 to enable customers to receive instant detailed responses rather than wait at the public counters or over the phone.

**General Services**

36 Fund a modern Asset Management System. The internal efficiencies the GSD and the City as a whole can gain from having a comprehensive and accessible platform of the City's assets is incalculable. Further, by implementing and then connecting the asset management system to the LA Open Data portal, the GSD has the potential to make transformative data available to the citizens of Los Angeles and its employees to improve decision-making across the board.

Funding to begin implementation of an asset management system is included in the Mayor's Proposed Budget.

**Housing and Community Investment**

42 Renew \$500,000 funding for domestic violence shelter providers.

The HCID requested \$500,000 from the General Fund in 2015-16 to support Domestic Violence Shelter Operations which was partially funded in 2014-15 from funds previously appropriated to Capital Improvement Expenditure Program projects. This appropriation was one-time gap financing to make up for a reduction in the Community Development Block Grant (CDBG) Public Services funds. The Proposed 2015-16 Budget includes \$1.1 million in the Unappropriated Balance for these programs. The CAO recommends that this funding be moved from the Unappropriated Balance to the Department's budget.

43 Provide funding for family services including counseling - Funding for the public service category is cut by 30%. Approximately 2 million dollars will keep these programs whole.

The HCID requested \$2,480,113 from the General Fund to pay for an anticipated reduction in CDBG funding of 30 percent in the 41st Program Year. The 41st Program Year has not yet been adopted and the cuts to Public Services have not yet been identified. The Proposed 2015-16 Budget includes \$1.0 million for Family Source Centers in the Unappropriated Balance. The CAO recommends that this funding be moved from the Unappropriated Balance to the Department's budget.

### **Information Technology Agency**

48 Create and implement a comprehensive plan to coordinate the introduction of new technologies with a larger, more cost-effective, and more accessible cohort of IT employees. This new generation of IT workers should be given competitive salaries and armed services veterans who have IT training should be a top priority for the IT A and other departments seeking qualified workers.

The Mayor's Proposed Budget includes funding for hiring a new pool of workers as part of a plan for next generation hiring of IT employees.

### **Library**

50 The Library should explore different innovative methods of providing services to parts of the City that traditionally do not have the same resources as the more affluent areas.

The Library Department requested two positions in their administrative section to collect and analyze data gathered through various methods in order to examine the needs of the various communities served and enhance service delivery to all library patrons, including those in under-served areas. The Library also requested resources to expand their ability to market library services to inform communities of the resources and programs available in their area. Funding for these positions is included in the Proposed 2015-16 Budget.

### **Neighborhood Empowerment**

54 The budget should include enhancements for next year's NC elections

With the exception of on-line voting (discussed below), the Department did not request funding for other enhancements to neighborhood council elections. Base level funding is included in the Mayor's Proposed Budget.

55 Increase NC funds to include specific help/staffing at the NC level for financial reporting

The Department submitted several proposals which included increasing, reducing, or maintaining the level of NC funds. Additional resources have been included in the 2015-16 Proposed Budget for this purpose.

56 Advise the Mayor and City Council that while DONE vacancies have not been filled, it is not because the department can do without those positions. The department is struggling to support the NCs and the vacant positions are needed to be filled forthwith, not swept.

The Department has requested for the continuation of all its existing positions. It is recommended that all positions be continued as proposed.

## Personnel

61 The City include in its upcoming budget up to \$5 million to engage outside contractors as necessary to process the entire backlog of testing and hiring of applicants within twelve months including bringing all job descriptions up-to-date.

Funding was included in the Proposed 2015-16 Budget to begin to address the exam backlog, although the funding will not be adequate to fully address the backlog in 2015-16. The funding will be divided between contract and City resources to gain maximum efficiency.

## Planning

63 Do city-wide planning to protect all neighborhoods from the detriments of mansions.

The City Council recently passed a Neighborhood Conservation Interim Control Ordinance to stop the development of oversized homes in certain neighborhoods for the next two years. As part of the 2014-15 Budget, the DCP was authorized four positions to support the Neighborhood Preservation Program without funding. Those positions are currently vacant. Funding for two of these positions has been included in the Proposed 2015-16 Budget.

64 Provide funding for additional staff to support geographic teams.

Funding and resolution authority to support the creation of geographic teams has been included in the Mayor's 2015-16 Proposed Budget.

65 Establish a new fee to fund additional staff in the Condition Compliance Unit.

The Ordinance to effectuate the Condition Compliance fees will be considered by the PLUM Committee in March. Funding and resolution authority to support the Condition Compliance Unit was included in the Mayor's 2015-16 Proposed Budget.

66 Fund additional staff to update the General Plan and Environmental reports.

The DCP request to update the General Plan and environmental impact reporting is supported by the CAO. The special funded portions of the Department's request has been included in the 2015-16 Proposed Budget but there was not adequate funding for the General Fund portions of the proposal. During the 2015-16 Budget deliberations, the Committee asked for a report from the Personnel Department on this matter.

## Police

67 The NC White Paper did not include specific recommendations for the Police Department. Instead, it summarized issues identified by the Department as challenges, including: 1) The need for increased resources to hire civilian and sworn personnel, 2) flexibility to hire to attrition; 3) the need for technology to facilitate communication between public safety agencies; and, 4) the importance of funding for replacing police vehicles.

1. The Mayor's Proposed Budget does include funding above attrition for both civilian and sworn positions.
2. The Managed Hiring Committee has granted the Department authority to hire up to its budgeted funds.
3. The LA-RICS project continues development to provide communication interoperability between public safety agencies in Los Angeles County. The Department also requested additional funding for technology in its 2015-16 proposed budget which will facilitate communication between public safety agencies.
4. Funding was provided in the current year for vehicle replacements and the Department has requested additional funds for the same purpose in 2015-16.

## Public Works - Engineering

75 Request that the Bureau of Engineering revamp its process for determining the estimated completion date for projects to incorporate the benchmarks currently being developed for contracting firms.

The Mayor's Proposed Budget includes initial funding for an electronic project document control system, which will allow the Bureau to keep better track of all projects in progress. This may contribute indirectly to better estimates for project completion dates.

## Public Works - Sanitation

80 Request that the CAO and Personnel investigate and report back on the feasibility of replacing the cap on the number of permitted exempt positions across departments with a percentage of all employees, and to approve exemptions by class, not position.

The Managed Hiring process was altered this year to increase the flexibility of department managers in hiring. The Proposed 2015-16 Budget eliminates the managed hiring process.

## Recreation and Parks

97 Pursue assessment districts for decommissioned DWP reservoirs to raise funds for park rangers, trail maintenance and other department support. Pursue goal of having enough rangers to provide one for each of the City's 15 Regional parks, beginning with implementing three zones, as proposed by department, and expanding out from there.

RAP has submitted the Phase One of the Ranger program for Fiscal Year 2015-16 as well as a multi-year budget and operational plan to begin the restoration of the Ranger Program over the next few years.

## **Proposals Pending in Budget (Submitted by Departments, Not Included in Mayor's Proposed**

### **Controller**

- 19 Request detailed estimates of costs and returns to justify positions as well as contracted audits and based on the results, fund on an ongoing basis additions to increase in-house staffing AND provide sufficient money for outside audits. The Controller has requested increases to both in-house and contract audits through the 2015-16 Budget. The Proposed Budget includes funding the current in-house staffing and outside contracted audits appropriation, sufficient to support the current level of service. No increases in funding was included in the Proposed Budget.
- 18 Fund at least one full time tech and one coder for the year 2015-16 and develop a plan to upgrade and energize its Information Technology Agency for the benefit of ALL departments including overall projected costs and return on investment. The Controller did not request any IT staff for overall support of Controller systems. The Controller did request specific staff for the SMS replacement project. The Proposed 2015-16 Budget does not include these positions, but the Mayor has subsequently submitted a letter requested that they be approved.

### **Disability**

- 22 Move towards making the City as ADA compliant as possible to avoid lawsuits that the City must settle. Department has requested funding for a position to function as a Certified Access Specialist for City infrastructure including sidewalks and buildings. It is recommended that any decision on such a position be deferred until the settlement of the Willits v. City of Los Angeles case. No positions or other items were included in the proposed budget.

### **Finance**

- 33 Budget guestimate for upgrading infrastructure to fulfill payment card 3.0 In the absence of a completed gap analysis study it is not possible to estimate the cost of PCI compliance. Thus, the Proposed 2015-16 Budget does not include funding for this purpose.

### **Neighborhood Empowerment**

- 52 The budget should include sufficient funds to implement the online voting component. Cost for next year's NC elections enhancements (online voting) was requested by the Department as part of the 2015-16 Budget. The total cost of the online voting component is currently unknown. Number of participating Neighborhood Councils and negotiation with the vendor will determine the final cost of the NC elections. Due to a lack of available funding, an appropriation was not recommended in the Mayor's Proposed Budget.

53 Restore NC's annual council budgets to their previous levels and allow a percentage of funds to rollover for continuity.

The Department submitted several proposals which included increasing, reducing, or maintaining the level of NC funds. It is recommended that NC funding level remain consistent as the previous year. The final NC funding level is subject to Mayor and Council approval through the annual budgetary process. The current policy, to not allow neighborhood council funds to roll-over from one fiscal year to the next, is consistent with all General Fund appropriations and not changed in the Proposed 2015-16 Budget.

### **Personnel**

62 The City fund general metric analysts plus clerical support for the Personnel Department to proactively plan for the next 5 years of staffing, including, but not limited to, the projected 25% to 40% retirement of current staff. That the City fund personnel to allow them to begin the process of planning for the next 5 years of the projected 40% retirement of City staff. (requested 15 to 20 positions (general metric analysts plus clerical support))

CAO estimates that about 43% of City civilian employees will be eligible for early (14%) or normal (29%) retirement by January 2018. As this issue affects all City departments, CAO recommends that an interdepartmental working group be established comprised of representatives from the Personnel Department, CAO, the Mayor's Office, and large City departments with a high number of potential retirements like ITA, GSD, and Public Works. This interdepartmental working group would be responsible for creating a five-year plan or roadmap for the City workforce that would address the City's aging workforce and which could be incorporated into the Citywide Five Year Forecast to help inform the budget process. This working group would provide a Citywide focused approach to this potentially significant issue. The Department requested funding to support succession planning in the 2015-16 Budget, but no funding is currently included. During the 2015-16 Budget deliberations, the Committee asked for a report from the Personnel Department on this matter.

### **Board of Public Works**

71 Identify funding, perhaps a portion of ticket fines for parking during street sweeping hours, for the installation of GPS devices on all street sweepers and the establishment of a 1-800 where residents could call to find out if a sweeper has already passed by, thereby making the street safe for them to park on.

The Bureau of Street Services submitted a request for \$150,000 to equip motor sweepers with GPS technologies to maximize routing and create efficiencies. The system will allow for the digital capture of turn-by-turn route information to use in redesigning and consolidating routes to increase efficiency, and data sharing with LA DOT to ensure that parked cars are not ticketed on routes which sweeping did not occur. Funding for this purpose is not included in the Proposed 2015-16 Budget.

## Proposals Pending in Council

### **Animal Services**

- 2 The Los Angeles City Council should pass C.F. 13-1513, which will increase revenue to the General Fund, increase the live rate in the City's shelters, and allow for the Department of Animal Services to do its job better and possibly hire more personnel in areas of need such as Animal Control Officers.
- The motion pending in the Personnel & Animal Welfare (PAW) Committee is regarding increasing the allowable cat limit from the current limit of 3 per resident to 5 (or more, with a permit). Animal Services has proposed a scaled annual fee, starting at \$55 for owners keeping 4-5 cats, up to \$150 for 16 or more cats. The issue is that many residents currently own more than the limit, which is not being enforced. It is unclear whether increasing the limit will encourage these residents to comply with the requirements, including paying fees. There are two permit inspectors (Animal Control Officers) in the Department and they are already stretched, if not redirected to supporting higher priority field calls.
- 3 Work with the Information Technology Agency to both (1) find and employ a smartphone application for Animal Control Officers to read microchips in the field and (2) find and employ a compatible database software so that fewer Department employees spend time manually transferring data between systems.
- (1) The Department has been instructed to report to PAW Committee on the potential for employing microchip reading technology in smartphones in the field; the Department has yet to report. It is unclear whether an application can be developed to effectively interface with the Department's current database system, which is about 15 years old. (2) The Department requested from the Board of Animal Commissioners authority to issue an RFP to replace its 15-year old animal management software in 2012. An agreement could not be reached on how to select the vendor so the Department tabled the issue until a new Board was appointed by Mayor Garcetti. A new RFP issuance request was presented to the new Board on April 8, 2014. The Board had similar reservations, but allowed the Department issue the RFP. However, the Department has not issued an RFP nor did it request funding for the system replacement in the 2015-16 Budget because it now believes spending \$563,000 for upgraded modules to the existing system will allow it to sufficiently manage for another 5 years. A request for this upgrade funding was not recommended in the Mid-Year Financial Status Report. The Department may instead seek Council approval in the interim to request the funding (from current year salary savings). It is unclear at this point how much a replacement system would cost. Some community animal advocates claim the current system, with some upgrades, is sufficient. Further, the Department requested funding for field reading of microchips in its letter to the Budget and Finance Committee as part of the 2015-16 budget process.

## LAHSA

41 The City should adopt Councilmember Huizar's proposal to create a "czar" or liaison on homeless issues to the County. This individual, who ideally should work out of the office of the Mayor or CAO, would be empowered to speak for the City on issues related to the allocation of funding by the County and participate in discussion at the City level along with City Council members, as appropriate.

C.F. 15-0211 - This motion (Cedillo-Bonin) instructs the CAO to conduct a review of the resources used by various departments on activities related to homelessness and the budgetary impact on the General Fund. It was heard in the Housing Committee on February 25, 2015, and has been referred to Council.

C.F. 14-1101 - This motion (Huizar-Bonin) instructs the CAO and CLA to report to Council with recommendations for providing a full-time coordinator, director or czar within the City's organizational structure to coordinate activities to address homelessness, including coordination with LAHSA, the County and other government agencies. The motion is dated August 8, 2014, and it has not yet been heard in Committee or Council.

The CAO has recently released a report on the City's homeless services, which was subsequently approved by Council that will help to address the issues raised (C.F. 15-0211). Further, the City Council has created an Ad Hoc Committee to focus on these issues.

## Housing and Community Investment

44 Identify additional resources to provide affordable housing - \$30 million in grants is available; however, projects are restricted in number for each category. There are more qualified proposals than there is funding available. The Department partners with proposers and provides gap funding which permits additional well-qualified projects to begin construction years sooner. These low income projects are for homeless, transitional housing and seniors.

In its meeting on October 7, 2014, Council adopted various actions including the consolidation of three Council Files related to funding affordable housing into C.F. 14-0600-S123. The recommendation instructs HCID, with the assistance of the CLA and the CAO, to report within 60 days with recommendations to address all of the issues raised in the various motions relative to identification of a permanent source of funding for the Affordable Housing Trust Fund. The HCID follow-up report has not been submitted for review.

In addition, HCID submitted a 2015-16 budget request for \$5,000,000 from the General Fund to be loaned to New Generation Fund, LLC for the expansion of the New Generation Fund (NGF). The NGF provides pre-development and acquisition loans to fund multi-family affordable housing rental projects in the City. In May 2008, the City provided a \$10 million loan to NGF from the Affordable Housing Trust Fund. This request was not included in the Mayor's Proposed Budget. The Mayor's Budget does include \$10 million in new Affordable Housing Trust Fund appropriations to support affordable housing, although \$5 million of this funding is subject to receipt of additional transient occupancy tax from short-term rental companies.



### **Neighborhood Empowerment**

57 Immediately fill all vacant positions so as to adequately support the councils.

The Department has requested authority to fill three positions. Those positions will be considered for exemption from the managed hiring process once their civil service exemption is approved by the Council and Mayor. Filling these positions in 2015-16 will not be subject to the managed hiring process, but will still require exemption approval.

### **Public Works - Street Services**

86 Ask the CAO for a report back on the re-institution of the Bureau's tree trimming function now that the City has witnessed an increase in the cost of outside contracts.

The Bureau of Street Services reported to the Public Works and Gang Reduction Committee on this matter. The Council subsequently instructed the CAO to report back with an analysis of the cost of tree trimming performed by City forces versus by contract. As part of the 2015-16 Budget deliberations, the Committee has asked for a report back on this matter.

87 Recommend that in drafting a possible new program to regulate street vending that a permit fee be charged, as well as the corresponding portion of the City's business tax so that new Street Use inspectors can be hired and the work is not put onto existing staff.

The Economic Development Committee instructed various City departments to report back with recommendations relative to the development of a Sidewalk Vending Program for food and non-food items. The Office of the Chief Legislative Analyst is working with City departments to develop a vending permit framework for City Council consideration.

### **Zoo**

104 The City Council should pass a City Signing Ordinance that will allow the Zoo to place small advertisements on its grounds. Such an ordinance will allow for the Zoo to generate more revenue to cover its costs.

Proposed revisions to the citywide sign regulations are currently pending in the PLUM committee. Passage of the proposed citywide ordinance would allow the Zoo to apply to become a sign district, allowing the Zoo, with defined parameters, to have the opportunity to display sponsorships/advertising.

## Proposals Considered in Past but not Adopted

### **City Administrative Officer**

- 7 Evaluate the potential benefits from charging work caused by departments to those departments to ensure that appropriate incentives exist to limit spending where possible.

While the we agree that there are benefits for making departments accountable for their full costs, the City has moved away from chargebacks because they are administratively burdensome. Instead, we hold departments accountable for their costs through quarterly financial status reports and the budget process.

### **Public Works - Street Services**

- 85 Have a public discussion of why the Save Our Streets (SOS) measure to fund street repairs failed to catch fire. Share polling data on which elements were the most popular and which the least. Consider proposing an alternate method of funding that is more equitable for residents.

The CAO did not conduct the polling and is not in possession of the polling data.

At the request of the City Council, the CAO prepared a report regarding the SOSLA Ballot Measure. As initially put forth, the SOSLA funding mechanism was proposed to be a General Obligation Bond (GOB), which would be solely financed by property owners. The CAO report on the matter (C.F. 13-1300-S1) ultimately recommended that a half-cent sales tax increase serve as the SOSLA funding mechanism, and that the funding be used for a street repair program, as well as a much needed sidewalk repair program. One of the reasons a half-cent sales tax increase was recommended over a General Obligation Bond as the funding mechanism is that it would spread the cost for street repair and sidewalk repair programs to a broader spectrum of the infrastructures' users, including those who do not live within the City but still use the City's streets, and therefore viewed as more equitable. This was a direct result of input received from the public.

### **Recreation and Parks**

- 98 Investigate a parcel tax or other measure such as the one passed for the Library, to increase revenue for the department's operations, while clarifying that any new funds would have to be dedicated to Rec & Park services, not to paying back soft costs to the City. A separate agreement to increase revenue might have to be made with the CAO to ensure the department pays its full portion of pension and utility costs that it owes.

A CAO/CLA report (CF 13-1100-S2) was submitted to Council regarding a proposed ballot measure for a Citywide parcel tax to fund Recreation and Parks services in November 2012. The report provided information regarding projected revenue from the measure and how the revenue could be utilized (dedicated to Rec and Parks services or paying back part or all of the related costs incurred by the Department.) In February 2015, the Office of the City Clerk deemed this Council File closed per Council policy since the Council file has not been placed on a Council or Committee agenda for consideration for a period of two years or more.

**Zoo**

- 103 If the City cannot find a way to have the Zoo cover their own related costs (i.e. pensions), the City should consider turning over the Zoo to private operators while renting the land the Zoo is on through a long-term lease. On August 26, 2011, the CAO released the RFP to seek an experienced organization or individual to operate and manage the LA Zoo. On November 16, 2012 the RFP process was concluded and negotiations for a Community Partnership were terminated. The Zoo and GLAZA continue to build upon their current partnership through the existing Operating Agreement.