

REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: May 1, 2017

CAO File No. 0220-05158-0001

Council File No. 17-0600

Council District: All

To: The Budget and Finance Committee

From: Richard H. Llewellyn, Jr., Interim City Administrative Officer

Reference: Neighborhood Council Budget Advocates White Paper, 2017

Subject: **CAO REVIEW OF PROPOSALS INCLUDED IN THE NEIGHBORHOOD COUNCIL BUDGET ADVOCATES 2017 WHITE PAPER**

SUMMARY

On March 8, 2017, the Neighborhood Council Budget Advocates released a White Paper titled "Back to Basics – Recommendations for a Sustainable Future." The Budget Advocates are scheduled to present the White Paper to the Budget and Finance Committee on May 1, 2017 as part of the Committee's consideration of the 2017-18 Proposed Budget.

This report provides brief comments on the White Paper recommendations. Many of the recommendations may require more thorough review of feasibility, costs, and benefits. The comments are presented by department or area of concern as organized in the White Paper. In addition, this Office assigned the recommendations to the following categories:

- **New Proposals:** Proposals that are not currently under consideration by the Council as part of the Proposed Budget, an existing motion, or other pending actions.
- **Proposals Currently Underway:** Proposals that have been or are currently being implemented in some form.
- **Proposals Pending in Budget:** Proposals that have been submitted by departments for consideration in the 2017-18 Budget and are either included or not included in the Proposed Budget.
- **Proposals Pending in Council:** Proposals that are currently under consideration by the Council through an existing motion or other pending actions.
- **Proposals Considered in Past but not Adopted:** Proposals that have been considered in the past, but are not currently under consideration.

RHL:ZMB:1170047

Attachment

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
BACK TO BASICS PLAN					
1	Develop and implement a seven-year operating and financial plan for the City.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	For many years, the CAO has been preparing a four-year budget outlook, which projects revenues and expenditures four years into the future. This projection includes known impacts to future year budgets, but does not predict policy decisions by City leaders, voters, or other governments. Exhibit H of the Proposed Budget contains an instruction for the CAO to prepare a report on fiscal risks facing the City, which will provide an additional opportunity to provide an analysis of the years ahead.
2	Address the Structural Deficit by refraining from entering into any labor agreement or approving any new programs or initiatives that will result in future budget deficits as projected in the CAO's Four Year Budget Outlook.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	The CAO's Four Year Outlook projects that the City will eliminate the structural deficit by 2021-22. This assumes that the City's service levels remain at current levels, that revenues continue to grow at level consistent with the historical average, and that no new salary increases are agreed to with labor unions.
3	Require that ALL projects take into account the costs and savings over the entire life of the project, including ancillary costs and savings incurred by other City entities and stakeholders.	2 - Currently Underway (department is working to implement proposal)	No	Included in 2017-18 Proposed Budget	The CAO and CLA provide reports with cost benefit analyses upon request of the Council or Mayor, and it is the practice of our offices to do so when appropriate. Pursuant to the City's Financial Policies, all reports to the Mayor and Council must include fiscal impact statements that take into account both current and future year costs. For major initiatives, the City may decide to hire a consultant to provide a more in-depth cost benefit analysis.
4	Develop and implement a long-term plan to fix our streets along the lines of the Save Our Streets LA Measure that was proposed in April 2014.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	No	Included in 2017-18 Proposed Budget	The CAO, Mayor, Department of Public Works (BOE, BSS) and CD15 and CD12 have been working to implement this. With new Measure M and SB1 funding, the opportunity exists to fund this program. The Mayor has proposed beginning this work with \$35 million in 2017-18.
5	Implement a long range plan to grow the City's economy by developing new business friendly policies that encourage employers to move to LA or to remain and invest in LA.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	The City engages in a number of activities and programs to encourage business development, retention, and growth. An exhaustive review of all of those programs and how they are impacted by the Proposed 2017-18 Budget is beyond the scope of this report.
6	Benchmark the efficiency of the City's departments and services and consider outsourcing projects to independent contractors.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	Pursuant to Charter Section 1022, the City may contract for services if it is more economical of feasible to do so. In situations in which an economic analysis is required to determine whether contracting is appropriate, pursuant to this Charter section, the City compares the costs of contracting out for services with the costs of performing the services through City departments.

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No.	2017 White Paper Recommendation	Category	Submitted In 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
7	Appoint an experienced Chief Operating Officer/City Manager to oversee and coordinate the management of the City's many departments and to improve their operating efficiency.	5 - New Proposal	No	N/A - department did not submit budget request	The City's administrative structure is established by the City Charter. Shifting to a city manage model would require a Charter change.
LA 2020 COMMISSION RECOMMENDATIONS					
8	Create an independent "Office of Transparency and Accountability" to analyze and report on the City's budget, evaluate new legislation, examine existing issues and service standards, and increase accountability.	5 - New Proposal	No	N/A - department did not submit budget request	The functions identified are already performed by existing City departments. The CAO and CLA report on the City's budget. Legislative proposals at the federal and state level are reviewed by all City departments, positions are taken by the City Council, and the Mayor is responsible for representing the City in intergovernmental relations. Existing issues and services standards are examined, upon request by the Mayor or Council, by all City departments. Accountability is achieved by oversight by the Council, Mayor, Controller, neighborhood councils, the public, other governmental agencies, the media, and by departmental management.
9	Adopt a "Truth in Budgeting" ordinance that requires the City to develop a three-year budget and a three-year baseline budget with the goal of understanding the longer-term consequences of its policies and legislation. (Council File 14-1184-S2)	5 - New Proposal	No	N/A - department did not submit budget request	The four year budget outlook, which is prepared annually pursuant to the City's Financial Policies, provides information and analysis for City leaders regarding any anticipated structural deficit. This document is prepared and submitted as part of Proposed Budget, updated after the adoption of the budget for public disclosure, and referenced throughout the year in the CAO's Financial Status Reports.
10	Establish a "Commission for Retirement Security" to review the City's retirement obligations in order to promote an accurate understanding of the facts and develop concrete recommendations on how to achieve equilibrium on retirement costs within five years. This Commission will also address the Buffett Rule and the investment rate assumptions of the pension plans.	4 - Pending in Council	No	NOT included in 2017-18 Proposed Budget	This recommendation was transmitted to the Council via Council File 14-1184. No action has been taken on this recommendation.
REVENUE PRODUCING IDEAS					
11	Congestion Fee for selected areas of the City during rush hour	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	LADOT reports they are currently reviewing this proposal

ATTACHMENT

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12	A Non Resident Tax for unoccupied houses or apartments	5 - New Proposal	No	N/A - department did not submit budget request	Recommendation did not explain nature of tax. It is assumed that this is a tax on vacant homes analogous to that in Paris (60% of market rents), Victoria, Australia (1% of capital improvements), or Vancouver (C\$10,000 annual tax). The purposes of these taxes are increased housing stock by creating a financial disincentive to keep properties out of the housing or rental market. Washington DC has a similar tax on vacant or blighted properties (5% or 10% of assessed value) that applies to both residential and commercial properties. A tax that is successful in achieving policy goals will see declining revenue. New taxes will require voter approval and depending on the tax structure, use of revenue may be restricted. Further study would be required to determine whether a vacant home tax could be legally implemented and whether such taxes produce the desired policy results while producing sufficient revenue to offset tax collection and enforcement costs.
13	Reimbursement policy for EMT and Ambulance services				
14	Voluntary Paramedic Assessment Fee Emergency Medical Assessment Fee (Insurance Policies)				
15	Lease City roof tops and vacant land to DWP and other providers of solar energy	5 - New Proposal	No	N/A - department did not submit budget request	The DWP Feed-in-Tariff (FIT) program is currently utilized by developers to lease space on City sites including the Harbor, Convention Center, and Street Services for solar development.
16	Discretionary Fund money to be returned to the General Fund				Currently all unencumbered balances from discretionary funds (General Fund) revert (return) to the Reserve Fund at year-end.
17	Lease surplus land to qualified developers	2 - Currently Underway (department is working to implement proposal)	No	NOT included in 2017-18 Proposed Budget	In FY 16-17, the City implemented the Affordable Housing Opportunity Sites Initiative and established a pre-qualified list of housing developers. Since that time, the City has entered into various ENAs with qualified developers and are working to maximize the use of surplus City lands through various real estate mechanism including leases. This is an on-going program.
18	Billboard tax	1 - Considered in Past but not Adopted	No	N/A - department did not submit budget request	A 10% tax on off-site advertising was considered as recently as 2011, but the Council did not adopt the necessary reports to place the issue on the ballot.

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No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
19	Sin taxes: Cigarettes, Recreational Marijuana, Medicinal Marijuana, Sugar, Coffee	5 - New Proposal	No	N/A - department did not submit budget request	Sin taxes have been successfully implemented in other California cities. The purpose of a sin tax is to modify consumer behavior, and therefore a tax successful in achieving policy goals will see declining revenue. Further study would be required to determine whether specific sin taxes produce the desired policy result while producing sufficient revenue to offset tax collection and enforcement costs.
20	Linkage Fee / Development Impact Fee (See Recommendation No. 97)	4 - Pending in Council	Yes	Included in 2017-18 Proposed Budget	Revenue is assumed in the 2017-18 Proposed Budget, but the policy is pending in PLUM Committee.
21	Develop alternative revenue sources for the Affordable Housing Trust Fund	1 - Considered in Past but not Adopted	No	N/A - department did not submit budget request	Even though the funding will not go directly to the Affordable Housing Trust Fund, the Department is working on various initiatives to increase revenue sources for affordable housing such as Measure HHH funding and the Expansion of the Bond Team. The City is also working on the Linkage Fee efforts (C.F. 17-0274).
22	Franchise fee for ride-sharing services in line with current taxi fees	1 - Considered in Past but not Adopted	No	N/A - department did not submit budget request	Per LADOT, current state law does not allow for the City to consider this proposal.
23	Increase Planning Department fees to fund the update of the General Plan and Community Plans	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2017-18 Proposed Budget	The Mayor and Council adopted a CAO report recommending a permanent increase to the General Plan Maintenance Fee to raise \$5 million per year to support the Community Planning Program. The City's 35 Community Plans make-up the Land Use Element of the City's General Plan.
24	Incentives for the early payment of fines and taxes	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Department of Transportation is exploring reducing parking fines with early payment of street sweeping violations through a pilot program. Evaluation of the pilot program results will assist in determining whether this program can be expanded.
25	Increase illegal dumping fines to County levels	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	The Proposed Budget increases the illegal dumping fine (See Exhibit H, #8).

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No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
26	Bi-annual department fee review (See Recommendation No. 110)	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	Departments are instructed to review fees annually and submit the results with their annual budget submission. New and increased fees are included for Fire, Planning, Police, PW Board and Engineering.
27	Reimbursement of expenses related to the Northridge EQ	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	Final reimbursement for the Northridge Earthquake is expected before the end of fiscal year 2016-17.
28	Review overhead charges for non-General Fund Departments	5 - New Proposal	Yes	Included in 2017-18 Proposed Budget	Special Fund analysts determine the overhead annually and included overhead revenue for as-needed salaries.
29	Allow residents to contribute to departments (Library, Rec and Parks) via property tax bill	5 - New Proposal	No	N/A - department did not submit budget request	Property owners remit taxes to the Los Angeles County Treasurer and Tax Collector and the Los Angeles County Auditor Controller subsequently disburses revenue to the City. The collection and distribution of voluntary tax payments would need to be negotiated with the County and may include administrative fees.
30	Naming rights for selected City assets	1 - Considered in Past but not Adopted	No	N/A - department did not submit budget request	Selling naming rights for Municipal Facilities through a Request for Bids/Concession Agreement process was discussed during the recession, but the idea was never seriously considered and it did not move past the exploratory phase.

AGING

31	Anticipate and plan for budget dollars to implement the strategic plan(s) that stem from the Mayor's Aging Purposefully Directive #17, once all necessary feasibility studies have been conducted and the strategic plan(s) have been vetted, approved, and adopted by the Mayor and City Council.				Aging did request funding and staffing to support the Purposeful Aging Initiative. Funding in the amount of \$200,000 was provided in the unappropriated balance for Purposeful Aging.
32	If there is not enough money to conduct the feasibility studies (prior to developing the strategic plans), allocate immediate emergency funds for such efforts or delay the development of the strategic plans until all necessary due diligence and feasibility studies have been completed.	5 - New Proposal	No	N/A - department did not submit budget request	Aging did not submit a budget request to fund any feasibility studies. Funding in the amount of \$200,000 is set aside in the Unappropriated Balance in support of efforts related to Purposeful Aging and Age Friendly Cities

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
33	Approve hiring the following support staff to assist with the Aging Purposefully Directive #17: 1 Analyst and 1 Senior Management Analyst II.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	NOT included in 2017-18 Proposed Budget	Aging did request funding and staffing to support the Purposeful Aging Initiative. Given the financial constraints for the 2017-18 budget, funding was not provided
34	Upgrade technology to allow for improved communication and planning between City departments and within the LADoA.	5 - New Proposal	No	N/A - department did not submit budget request	Aging did not submit a request for technology improvements. If resources are required, Aging should evaluate existing resources or request in future budget requests.
35	There should be one specific City department that leads and is responsible for all matters related to the senior population and that leading department should be the LADoA. For example, consider consolidating that portion of the Recreation and Parks Department ("Recs and Parks") dealing with seniors into the LADoA to produce economies of scale. Transferring employees from Recs and Parks into the LADoA could provide greater efficiencies and more bodies to handle the City's Aging Purposefully objectives.	1 - Considered in Past but not Adopted	No	N/A - department did not submit budget request	Aging provides grant administration and monitoring services for Older Americans Act and California Department of Aging Funds. Aging is not responsible for direct service delivery. Recreation and Parks provides direct services and programming to senior populations at its facilities. It is doubtful that any savings or economies of scale would be achieved, given the difference between the type of services provided.
36	Require LADoA participation in the city's Affordable Housing and Homelessness committees/task forces and to continue to exchange information and collect data regarding such issues. The LADoA should be the lead City department overseeing senior affordable housing and homelessness concerns by and between the City, the County, and regional, state, and federal programs.	5 - New Proposal	No	N/A - department did not submit budget request	The primary focus of the Department of Aging is the management and distribution of grant funds either through the Older Americans Act or the California Department of Aging. As a subject matter expert, information is solicited from the Department, as necessary, on issues relating to senior housing and senior homelessness.
ANIMAL SERVICES					
37	Adopt stronger penalties for failing to pay fines (Recommend following Riverside county language).	1 - Considered in Past but not Adopted	No	N/A - department did not submit budget request	The ACE program was established based on the Riverside County model. In the past the Department recommended a larger penalty for late payments for licenses, but the Council and community settled on 25%.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted In 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
38	Create added incentives for fines to be promptly paid such as discounts if paid within 24 hours.	1 - Considered in Past but not Adopted	No	N/A - department did not submit budget request	The Department studied this in the past, but there was a lack of interest in offering discounts for early payment. Instead the Department offers fee rate discounts for purchase of multi-year licenses instead.
39	Increase social media presence (with focus on adoption events that generate income for dept.).	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Department currently uses social media such as Facebook, Twitter and Instagram.
40	Advertise on social media, newspapers, and radio for vacant positions.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Department currently does this for exempt positions not requiring an exam and will advertise when a position that requires an exam is open for filing.
41	Require that background checks are performed for Animals Control Officer positions.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Department currently requires a background check during the hiring process for Animal Control Officers and has for many years. The Department has been working with the Personnel Department to revise the current hiring process to become more efficient and retain more candidates.
42	Offer civil service examination exemptions for volunteers and/or certain positions that emphasize more on personality and love for animals.	5 - New Proposal	No	N/A - department did not submit budget request	All interested applicants should expect to go through the civil service exam process and requirements.
43	Review, approve, and adopt the "Fee Study" as soon as possible but no later than fiscal year 2017-2018.	2 - Currently Underway (department is working to implement proposal)	Yes	NOT included in 2017-18 Proposed Budget	The Fee Study conducted by the Department was submitted with the 2017-18 Budget Proposal. Council approved the augmentation of these fees on 2/17/17 and recommended for the City Attorney to create an ordinance to amend the LAMC, which is still pending.
44	Continue to expand the usage of the ACE citations program.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	Currently underway.,

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
45	Continue to partner with non-profits such as <i>Inter-City Law Group</i> to set up and run pet service centers throughout the City to help provide services and food for homeless pets.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Department has been working with CD11, CD13, CD9, and CD2 to identify outreach organizations and locations to provide similar services in these district areas.
CITY ATTORNEY					
46	Explore and identify alternative funding and risk management sources other than City's coffers.	5 - New Proposal	No	N/A - department did not submit budget request	Funds are budgeted in the General Fund and special funds based on historic liability claims paid and projected liability exposure. Judgment Obligation Bonds have been and can be proposed for City Council approval to offset increases to the liability claims budget.
47	Consider raising billable hourly fees in order to: i) raise revenues and/or ii) encourage other City departments to improve their operational practices to reduce liability claims, and the associated litigation costs.	5 - New Proposal	No	N/A - department did not submit budget request	i) Staff fees are based on hourly rates in accordance with their respective Memorandum of Understanding. ii) Liability claims are mostly paid from the General Fund, except for certain identified special funds. All litigation costs are paid from the General Fund.
48	Expand the training program on risk management with the city departments, the Mayor's office, and LAPD.	5 - New Proposal	No	N/A - department did not submit budget request	The City Attorney and staff participated with the Mayor's Office to develop Executive Directive No. 18, A Safe and Healthy Workforce and Risk Management, which established a new Mayor's Risk Reduction Cabinet as a tool improve risk management and employee wellness. Pursuant to Executive Directive No. 18, the City is setting forth a revamped data-driven approach to worker safety and risk management to reduce workers' injuries, liability claims, and resulting costs, which includes the new Risk Management Information System (RMIS) to track each City agency's litigation liabilities and expenditures related to workers' injuries; advancing workers' overall wellness' investing in the Personnel Department's Citywide Occupational Safety and Health Division; and establishing a new Mayor's Risk Reduction Cabinet as a tool to hold the Head of each agency accountable to reduce workers' injuries and liability costs by overseeing effective safety, return-to-work, and risk-management efforts.
49	Independently take on litigation risk management (separate from the CAO's Office) and retain expert litigation valuation and litigation risk management specialists, at every stage of litigation.	5 - New Proposal	No	N/A - department did not submit budget request	The valuation and analyses of each phase of a case is conducted by the attorney assigned to the case, the supervising attorney, and the branch chief. To hire or contract litigation risk management specialists would greatly increase the cost of managing each case.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted In 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
50	Increase Support staff	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	The City Attorney's Office submitted requests for a total of 16 new support positions. Of the positions requested, 12 positions were included in the 2017-18 Proposed Budget, consisting of nine Paralegal Is, two Legal Secretary IIs, and one Legal Clerk I. Four positions were not included, which were Three Paralegal Is and one City Attorney Investigator I.
51	Upgrade Technology	5 - New Proposal	No	N/A - department did not submit budget request	The City Attorney's Office has laptop computers available for attorneys to work off site when attorneys are required to work at courthouses.
BUILDING AND SAFETY					
52	Waive fees or reduce and postpone fees on 100% Affordable Housing projects and for Projects with 50% or more Affordable Housing units until a Certificate of occupancy is issued or until the project is approved.	1 - Considered in Past but not Adopted	No	N/A - department did not submit budget request	Our Office does not recommend waiving or postponing fee collection because of the General Fund impact. Projects get halted for a variety of reasons and many never get built. By not collecting fees when they are due the City may never receive payment for projects that never receive a CoO. Additionally, the General Fund or Affordable Housing Trust Fund would need to provide funding for projects where fees were not charged.
53	Fund the remaining 14 Code Enforcement positions to ensure public safety and address quality of life concerns.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	NOT included in 2017-18 Proposed Budget	The GF monies are not currently available to offset the cost and the Department's Code Enforcement activities have not generated sufficient fine revenue (properties where violations were observed and citations were issued) to offset the proportional costs of the 28 positions added over the past four years.
54	Without delay, enforce code regulations on commercial spaces such as warehouses illegally converted to housing or entertainment purposes in order to protect public safety and limit city liability.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Department responds to complaints, but does not have the resources to proactively inspect all building for unapproved uses.
55	Move forward aggressively with enforcement of required retrofits of soft story and concrete buildings to prepare for a major earthquake.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2017-18 Proposed Budget	Underway - Soft Story and Non-Ductile Concrete positions are part of the City's Seismic Retrofit Program.
56	Assure staffing and resources are sufficient to effectively address all housing units that are at risk of being lost as RSO's (rent stabilized units); renew contracts for another 55 years of monitoring and housing and to prevent displacements under the state's Ellis Act provision.	5 - New Proposal	No	N/A - department did not submit budget request	The Housing and Community Investment Department addresses these issues; not an authorized DBS activity.

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No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
CITY ADMINISTRATIVE OFFICER - RECOMMENDATIONS RELATED TO AFFORDABLE HOUSING AND HOMELESSNESS					
57	Advocate for a linkage fee to assure a permanent source of funding for affordable housing.	4 - Pending in Council	Yes	Included in 2017-18 Proposed Budget	Revenue is assumed in the FY17-18 Proposed Budget, but the policy is pending in PLUM Committee.
58	Make certain the Department of Housing and Community Investment (HCID) has a robust process to monitor affordable units built both density bonus projects and units built with HCID financing.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Department is working on a fee analysis to have developers pay for a unit monitoring fee. The Council approved a Land Use fee in 2016-17 (C.F. 13-0413), which allows the Department to collect a fee for affordable housing unit covenants.
59	Assure expansive outreach and education in communities before advancing homeless housing projects in order to gain support and minimize pushback.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The development process typically involves multiple opportunities for public feedback and comment. All projects recommended for City funding must also be approved in public meetings of the Los Angeles City Council. Additionally, developers identified to build homeless and affordable housing on City-owned sites are required to develop and implement project-specific community outreach and engagement strategies that must be approved by the City before development agreements are finalized.
60	As soon as possible bring on line additional permanent housing, storage facilities and services for the homeless population.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2017-18 Proposed Budget	In the 5 months since Proposition HHH (Prop HHH) was approved, the Prop HHH Citizens Oversight and Administrative Oversight Committees have approved recommendations from the Housing and Community Investment Department (HCID) for the first issuance of Prop HHH funding, allocating \$77 million for up to 615 units, 444 of which will be permanent supportive housing. These committees have also approved \$12 million for six facilities to provide homeless services.
CITY ADMINISTRATIVE OFFICER					
61	Opportunities to research and study innovations for City Departments.	2 - Currently Underway (department is working to implement proposal)	No	NOT included in 2017-18 Proposed Budget	The CAO provides administrative support for the Innovation and Performance Commission (IPC). The IPC accepts proposals from any City employee that seek to implement innovative pilot projects that improve the quality, efficiency, and effectiveness of City services. The IPC is planning on extending submission opportunities to members of Neighborhood Councils. An appropriation of \$1 million is provided in the Mayor's Proposed Budget to fund these idea submissions that seek to increase efficiency, improve the quality of life for Angelenos, and are feasible and measurable.

ATTACHMENT

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62	Create performance metrics to assess & improve response time for City Services, e.g. number of days to approve a Preferential Parking District or the number of days to tow an abandoned vehicle.	2 - Currently Underway (department is working to implement proposal)	No	Included in 2017-18 Proposed Budget	Performance metrics are included in the Proposed Budget for every operational program in the City. Performance metrics can be found in the Blue Book. Certain service levels are also tracked and reported in the "Comparison of Selected Service Levels" exhibit in the <i>Supporting Information for the Budget and Finance Committee</i> book submitted along with the Proposed Budget.
63	Consider contracting out cybersecurity systems while evaluating alternatives for updating technology city-wide.	5 - New Proposal	No	N/A - department did not submit budget request	The City has made vast improvements in the monitoring and defense of assets to prevent data breach. Cybersecurity is not so much a system, but policies, practices and rigorous monitoring of multiple tools and applications. This effort is a continuous and long-term effort best performed by City staff that is most knowledgeable of the breadth of the City systems and vulnerabilities.
CONTROLLER					
64	Fully Fund a new payroll I.T. system	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2017-18 Proposed Budget	The Controller is working with ITA and Personnel to purchase a new payroll system to replace the current PaySR payroll system. The program is in its initial stages of documenting the current system and determining the new payroll system specifications.
65	Develop a funding mechanism for a new fully integrated I.T. System citywide	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	Some of the costs of the new system will be recovered through the CAP rates used for special fund overhead revenues.
66	Allocate resources for tech and innovation	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2017-18 Proposed Budget	The Controller has eight Controller Aides to perform some of this work, along with other system staff assigned to projects as-needed.
67	Fund two additional positions to help expedite MOU's	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2017-18 Proposed Budget	The Controller received an additional Controller Aide VII in the 2015-16 year.
68	Fund a new position "Data Scientist"	5 - New Proposal	Yes	Included in 2017-18 Proposed Budget	The Controller has eight Controller Aides. The work of the position recommended by the Budget Advocates can be performed by one of the eight Controller Aides.
69	Fund 1 position for the "Waste, Fraud and Abuse" division	4 - Pending in Council	Yes	NOT included in 2017-18 Proposed Budget	The Controller's request for an additional Special Investigator II was referred to the Budget and Finance Committee at Councilmember Krekorian's request.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted In 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
CULTURAL AFFAIRS					
70	Consistent with previous Budget Advocate recommendations, the DCA should be given the support and resources to modernize their operations by upgrading their technology infrastructure, as well as streamline and standardize inter-departmental communication.	5 - New Proposal	No	N/A - department did not submit budget request	The Department did not request any funding for technology improvements for 2017-18. The Department received funding in the amount of \$212,500 for communications and technology improvements, including the enhancement of the Department website, expansion of broadband capacity and the purchase of audio-visual and sound equipment.
71	There should be infrastructure investment in current DCA managed facilities, particularly theaters and other venues, in order to be fully leveraged revenue streams.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	The Mayor's Proposed Budget increases funding for Landscaping and Miscellaneous Maintenance from \$200,000 to \$800,000 to address alterations and improvements at DCA facilities. The Budget also includes an appropriation of \$250,000 to the General Services Department for repairs at DCA managed facilities.
72	Fees associated with theater and venue rentals should reflect market-rates for private and for-profit groups, while remaining cost-neutral for community and non-profit organizations.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	The Mayor's Proposed Budget includes revenue estimates provided by DCA.
73	In line with the DCA's current study, fees related to classes and other services should be comparable to similar municipalities.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	The Mayor's Proposed Budget includes revenue estimates provided by DCA.
DISABILITY					
74	The City must allow an exemption in order for the Department on Disability (DOD) to hire outside experts for Section 508/ADA compliance, which is a remediation process for all City of Los Angeles online documents to be accessible.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	An exempt Management Analyst I was approved for hire, who is responsible for remediation of existing City documents for Section 508 compliance. The position also will be responsible for teaching City employees how to create City documents for distribution in a format that is readable/accessible when used in conjunction with a screen reader or magnifier.
75	Increase funding for HIV and AIDS programs which are housed at the DOD.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	For 2016-17, the Department's AIDS Coordinator's Office received funding in the amount of \$101,792. For 2017-18, the Department has requested an increase of \$392,366 for added staff to administer the City's AIDS Prevention Program, the Women and AIDS Prevention and Treatment Program, and media outreach efforts. The Department has also requested continued funding of HIV prevention services, for an amount of \$753,000.
76	Continue to move forward and expand the Title III program helping small businesses become accessible using low cost ADA consulting and tax incentives.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	The Department has requested continuation of funding, and to add regular authority for one Senior Project Coordinator for the implementation of the Small Business ADA Consultation program.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
77	City Council needs to move forward on funding the blue curb program so disabled citizens can park their cars in accessible areas close to home. This funding would be allocated to the Bureau of street Services; however the DOD supports more accessible parking in Los Angeles.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	The Department has request to add regular authority for one Senior Project Coordinator. In addition to assisting in the implementation of the Small Business ADA Consultation program, this position will also work with DOT, Street Services, and BOE in the implementation of the Accessible Parking Zone Pilot Program.
78	Create an app that functions crowd sourced information rating accessibility of Title II and Title III venues throughout Los Angeles.	5 - New Proposal	No	N/A - department did not submit budget request	The Department has not requested any funding to develop such an application.
ECONOMIC AND WORKFORCE DEVELOPMENT					
79	Create training and certifications program for high demand industries such as information technology and healthcare for youth and unemployed/under-employed people.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2017-18 Proposed Budget	The FY16-17 Workforce Annual Plan includes focus on training for tech employment. Federal WIOA grant funds for workforce development also emphasize high-demand sectors like healthcare/technology on an annual basis. This is expected to continue in FY 17-18 as part of the Department's operations. Among other initiatives, EWDD collaborates with community colleges for specific industry training for WorkSource Center participants. Example: CF 16-0475-S1, drone technology employment training through LA Community College and public-private partnership funded by WIOA grant.
80	Mitigate employment barriers such as lack-of or poor housing, quality childcare, and transportation, by improving relationships with Housing Authority of the City of Los Angeles, and other housing assistance organizations.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2017-18 Proposed Budget	EWDD has ongoing relationships with HACLA to help address barriers to employment such as lack or poor housing. HACLA contracts with EWDD to administer one of the City's grant-funded WorkSource Centers. HACLA also provides housing voucher services for South LA and Valley area participants enrolled in EWDD's implementation of the comprehensive workforce development program known as LA RISE (LA Regional Initiative for Social Enterprise).
81	Obtain more federal grants for the department, so we rely less on the City's budget	5 - New Proposal	No	N/A - department did not submit budget request	Increased grant funding would enhance expanding economic development efforts, which currently rely primarily on General Fund.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
82	Partner with the Opportunity Fund to protect small businesses from predatory lenders.	5 - New Proposal	No	N/A - department did not submit budget request	Per EWDD, Opportunity Fund is a funding partner to City BusinessSource Centers, and provides information at events and loan referrals. EWDD's existing cooperation with the Opportunity Fund can facilitate implementation of this recommendation to help protect small businesses.
83	Minimize overhead costs to see if there is duplication or overlap in roles and responsibilities since salaries are the bulk of budget expenditures or base increases on performance metrics.	5 - New Proposal	No	N/A - department did not submit budget request	This recommendation would help EWDD address the issue of limited annual grant funds supporting rising Department costs.
84	Improve oversight of the Work Source Centers, Youth Source Centers, and other centers and programs in order to ensure transparency, efficiency, accurate financial reporting, and best practices for contractor selection.	5 - New Proposal	No	N/A - department did not submit budget request	This recommendation would enhance transparency and City contract compliance in EWDD's grant funded workforce development systems.
85	Partner with LAUSD and the private sector growth industries to improve curriculum and educational rigor so our student graduates are employable upon graduation. Equip each LAUSD student with foundational skills such as literacy, writing, communication and financial literacy.	5 - New Proposal	No	N/A - department did not submit budget request	EWDD and LAUSD have a number of on-going partnerships which provide assistance and services to youth for completing high school and pursuing higher education, placement in first-time jobs, and navigating LAUSD Adult Education services. Eligible LAUSD students may apply for various YouthSource Center trainings which assist in job readiness and skills training. The Summer Youth Employment program administered by EWDD provides various types of training to enrollees, including financial literacy and other basic skills.
FIRE					
86	The LAFD should gather and publicize more data defining the populations served by the LAFD-EMS; focusing on medically indigent, self-paying, private insurance paying, Medicare covered and Medi-Cal covered people. They should use these data to devise humane and appropriate charges (policies) for each group.				Additional time is needed to evaluate this recommendation.
87	The City Council should resurrect, review and reconsider for approval the 2006 Council File (#06-3126) which speaks of adapting the (insurance-like) plan of the City of Burbank, a \$48 per year per household fee to cover the costs of EMS services.				Additional time is needed to evaluate this recommendation.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
88	The City review and take appropriate action with County, State and Federal authorities to clarify and rectify the legal, moral and financial responsibilities for the LAFD-EMS.				Additional time is needed to evaluate this recommendation.
89	The City should gather, define and approve policies to establish the direct and indirect costs (salaries, equipment cost & maintenance, administration and operating expenses) so that the City can charge and recover these expenses, when feasible and when appropriate.				Additional time is needed to evaluate this recommendation.
90	The City should diligently pursue the implementations of State Assembly Bill (AB 678), which is an attempt to equalize (raise) medi-Cal payments to match Medicare rates.				Additional time is needed to evaluate this recommendation.
ETHICS					
91	Increase funding to achieve the Commission's goal of 40 full time staff employees, including auditors and investigators to strengthen and improve the timeliness of the commission's enforcement practices, taking a more proactive stance than a reactive one.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	NOT included in 2017-18 Proposed Budget	The Ethics Commission staffing was at its peak in 2007-08 with 27 regular authority positions. In 2016-17, the Ethics Commission added two positions for a current total of 25 regular authority positions. For 2017-18, the Commission requested six additional regular positions. In light of the City's financial situation, no additional positions were added to the Ethics Commission in the 2017-18 Proposed Budget.
92	Increase funding for more investigative and enforcement work on ethics and lobbying issues, as well as campaign issues.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	NOT included in 2017-18 Proposed Budget	The Ethics Commission's Audits and Enforcement Divisions handle campaign issues and investigative and enforcement work. In 2016-17 the Ethics Commission added one regular authority position to the Audit Division and one regular authority position to the Enforcement Division, for a total of five and seven regular authority positions in each division, respectively. For 2017-18 the Commission requested two additional regular authority positions for the Audit Division and two additional regular authority positions for the Enforcement Division. In light of the City's financial situation, no additional positions were added to the Ethics Commission in the 2017-18 Proposed Budget.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
93	Expand the Commission's training programs to educate City employees and vendors, as well as non-city employees (subcontractors), and Neighborhood Councils and their stakeholders in order to prevent violations by clarifying parameters and when and what abuses will lead to enforcement.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	NOT included in 2017-18 Proposed Budget	In 2016-17 the Ethics Commission budget for printing educational materials was increased from \$1,125 to \$5,000. As of the end of March 2017, only \$431 has been spent. The Commission currently has no dedicated education or outreach staff. The Commission complies with minimum education requirements by providing online training for City officials and lobbying entities as well as conducting live trainings for City and Los Angeles Unified School District candidates and treasurers during each election cycle, but is unable to provide more live trainings or outreach on a regular basis. For 2017-18, the Commission requested one regular authority position to focus exclusively on education, outreach, development of training materials, and keeping pace with technological innovations in communication. In light of the City's financial situation, no additional positions were added to the Ethics Commission in the 2017-18 Proposed Budget.
94	Maintain consistent funding at sufficient levels to reduce any incentives to break the law, especially if people are aware the commission's funds have been cut.	5 - New Proposal	No	N/A - department did not submit budget request	The Ethics Commission funding level is subject to Mayor and Council approval through the annual budgetary process. For 2017-18, the Ethics Commission submitted several proposals to increase funding. The 2017-18 Proposed Budget increases the funding level for the Ethics Commission by 0.9 percent.
95	Fund the Ethics Commission to implement applicable recommendations by the 2020 Commission.	4 - Pending in Council	No	N/A - department did not submit budget request	The 2020 Commission recommended the creation of an Office of Transparency and Accountability as well as the implementation of a Truth in Budgeting ordinance. These initiatives, if approved, would be funded separate from the Ethics Commission. See responses to items BUDGET-8 and BUDGET-9, above, for additional information regarding these initiatives.
96	Fund development of an enhanced website.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	NOT included in 2017-18 Proposed Budget	In 2017-18 the Ethics Commission submitted a budget request for additional funds to modernize the Ethics Commission website and improve public access to data. However, subsequently the Commission indicated that it intended to initiate this project in 2016-17 utilizing existing funding. Therefore, additional funds were not provided in the Mayor's Proposed Budget for this purpose as it is anticipated this project will be completed with existing resources.
HOUSING AND COMMUNITY INVESTMENT					
97	Develop a permanent source of funding for affordable housing - a Linkage Fee requiring developers who create a demand for affordable housing to provide funding toward affordable housing. (See Recommendation No. 20)	4 - Pending in Council	Yes	Included in 2017-18 Proposed Budget	Revenue is assumed in the FY17-18 Proposed Budget, but the policy is pending in PLUM Committee.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted In 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
98	Expand innovative solutions to house the homeless such as tiny homes, tiny apartments, converted shipping containers, and shelters for mobile units within a larger structure such as a warehouse.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	Pursuant to the Comprehensive Homeless Strategy the Department of City Planning is preparing a number of proposals to streamline city requirements to allow solutions, such as micro-units. The Housing and Community Investment Department can consider innovative materials through their proposed Prop HHH Permanent Supportive Housing Program. HCID has also released a request for proposals to identify a developer to build permanent supportive housing using shipping containers on a City-owned Affordable Housing Opportunity Site.
99	Assure effective enforcement and add progressive fines for code violations prohibiting use of RSO units for short term rentals (Airbnb, etc.) in order to retain units of affordable housing.	4 - Pending in Council	No	N/A - department did not submit budget request	Short term rentals are considered a zoning code violation, under LADBS' jurisdiction. The City's proposed Home Sharing Ordinance (C.F. 14-1635-S2), anticipated to be approved by Council in 2016-17, prohibits short-term rentals in all RSO units.
100	Assess loss of parking - detriments to neighborhoods brought on by reduced parking requirements and substitution of bicycle parking spaces in multi-unit housing projects and revise codes to protect neighborhoods. - replace existing codes re reduced parking requirements with mandatory incentives to use public transportation such as free bus passes, shuttle service to Metro stations, zip cars, subsidized shared parking facilities, etc. - Anticipate pushback from neighborhoods on projects where reduced parking is considered; require incentives as above in plans for affordable housing.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2017-18 Proposed Budget	Funding for various parking studies has been provided as part of the annual budget in the Special Parking Revenue Fund. LADOT is also working to implement bikeshare and car share services to promote various mobility options. LADOT is not the department responsible for implementing the various development codes, but can work with other City agencies to explore these requests.
101	Assure HCIDLA rulings are enforceable; make the consequences so strident that developers respect and follow departmental rulings; when structures are demolished in defiance of specific departmental orders such as at 1332-1334 N. Formosa, invoke the "scorched earth" law where development is prohibited for a minimum of 5 years.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	RSO provisions are enforceable as provided in the RSO, both as criminal misdemeanors and tenants have civil claims. The Council approved Ellis amendments to strengthen enforcement in the RSO in 2016-17 (C.F. 14-0268-S4). Additional changes are under review jointly with the Planning Department and HCID (C.F. 14-0268-S5). The City's 2017 legislative program includes support for changes in the state Ellis Act. HCID is working with the City Attorney to identify legal options. HCID is working closely with the City Attorney on potential criminal prosecution for Ellis/short term rental violations.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
102	Enforce existing codes covering quality of life issues - parking on the lawn, paving the front yard, open storage, over height fence, etc. Enforcement will result in fines to pay for inspectors.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Department's Code Enforcement Division responds to multi-family housing complaints involving these issues. The property owners are charged fees for these services.
103	Assure staffing and resources are sufficient to effectively address all housing units that are at risk of being lost as RSO's (rent stabilized units); renew contracts for another 55 years of monitoring and housing and to prevent displacements under the state's Ellis Act provision.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2017-18 Proposed Budget	The FY 2016-17 Budget included additional staff to expand the RSO Preservation/ Ellis Act enforcement. The FY 2017-18 Budget includes a continuation of the approved staff and funding. The Council recently approved changes to strengthen the RSO Ellis enforcement (C.F. 14-0268-S4). One change replaces 30 year affordability covenants with 55 year covenants, and otherwise sets a higher standard for RSO replacement units.
104	Increase staffing in the bond program to handle Measure HHH bonds as well as the increased load of cap and trade bonds.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	The HCID requested additional staff in the bond program to handle Measure HHH bonds in 2016-17, which was approved by Council in February 2017 (C.F. 17-0090). The proposed FY 2017-18 Budget includes a continuation of the approved staff and five additional staff members to handle Measure HHH bonds. The proposed FY 2017-18 Budget also includes two additional staff to handle the increased load of cap and trade bonds.
105	Renew funding for programs serving victims of Domestic Violence.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	The HCID requested a continuation of funding to support Domestic Violence Shelter Operations. The Proposed 2017-18 Budget includes \$1.2 million in General Fund in the Department's budget.
INFORMATION TECHNOLOGY AGENCY					
106	Mainframe/technology/cyber safety - Migration of the mainframe. Old technology to new efficient methods which lead to more transparency, while protecting data of minors, vehicle management systems and critically asset protection with a second layer around utilities, sewage and water. Cost unknown.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2017-18 Proposed Budget	For the last several years, the Department has been working to move applications off the mainframe to create efficiencies and improve operations. The 2017-18 budget includes funding for database licenses to continue to increase cloud-hosting applications.
107	Purchasing Management System - continue with updating the current Purchasing Management system. 3-5 million is spent on commodities and it now takes 465 days from the RFP/RFP bid process to becoming a vendor with the city. Back end is complete need to finish front end. Cost 2,000,000+.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2017-18 Proposed Budget	The 2017-18 Proposed Budget includes funding to automate the City's construction and personal services procurement process by standardizing forms and processes in a Citywide Contract Management System.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted In 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
108	Human Resources/Retirees/New Specialized Employees - Develop a plan with other departments on the staffing needs of the 2017-19 open positions. - Work with private companies, Microsoft, Oracle and others to add value to the current civil Service exam to hire the best qualified to manage new and bridge the gap with old IT technologies. - Create an online exam portal for the Civil Service exam where potential candidates can test at the time or outreach. This removes the problem of having qualified applicants take on new jobs while waiting to take the exam a year later. Applicants passing the exam would be placed on a waitlist and updated on the status of positions, trainings and city updates. Online portal/process. Cost \$150,000. - Create videos that make IT digital appealing and increase prospect interests in city careers. - Recruit at college/universities/specialized schools.	2 - Currently Underway (department is working to implement proposal)			a) The Department has been working with all city departments to create succession plans which includes projecting the number of potential retirements, determining the training requirements needed to ensure the transfer of institutional knowledge, and preparing for a sufficient number of eligible candidates. b) When appropriate, the City exempts certain positions to allow departments to employ the best qualified candidates from private companies or other entities for management, professional, or expert services. c) The Mayor's Proposed Budget includes contractual services funding to conduct an anytime, anywhere testing pilot program. d) The Department has already produced a number of videos to promote city careers. In 2015, the City received between 480 up to 5,900 applications for four entry level job opportunities that were open to the public. e) The Department currently does campus recruitment by posting job opportunities at the career center job boards and participating in free school job fairs.
INSPECTOR GENERAL OF CITYWIDE COLLECTIONS					
109	Protect General Funds by limiting initiatives dedicating money to a special purpose in order to assure flexibility to meet emergency and high priority needs.	4 - Pending in Council	Yes	Included in 2017-18 Proposed Budget	Proposed budget includes language in Exhibit H recommending against the redirection of General Fund revenue to special purposes.
110	Implement a mini fee review study for Departments each year and a complete study each two years to ensure fees cover the entire cost of providing services. (See Recommendation No. 26)	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	This is supposed to be done annually by departments. Police, Fire, and Planning (three of the largest fee departments) all are preparing or have prepared fee studies in 2016-17.
111	Bring to finality reimbursement for expenses related to the Northridge earthquake before those with knowledge of the facts retire.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	Final reimbursement for the Northridge Earthquake is expected before the end of fiscal year 2016-17. Retired staff is working on contract to document final payment and organize records.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted In 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
112	Assure that enforcement of any Short Term Rental Ordinance will not be cost prohibitive, that is, the number of days for which the City receives tax revenue is sufficient to cover the entire costs of the program. Study to assess whether allowing Short Term Rentals is worth this revenue, specifically - (1) impacts of short term rentals on the quality of life of residents in the several communities most compromised, (2) the multiple consequences of supporting an underground economy where providers of services in short term rentals do not pay into Social Security, Medicare, Unemployment, State Disability, Workman's compensation, etc., and (3) the cost to government and taxpayers of replacing illegally converted rent stabilized units and other affordable housing removed from the City's housing stock.	4 - Pending in Council	No	N/A - department did not submit budget request	Revenue is assumed in the FY17-18 Proposed Budget, but the policy is pending in PLUM Committee.
113	Reconsider a franchise fee bringing Uber, Lyft, and similar services in line with taxicab fees.	1 - Considered in Past but not Adopted	No	N/A - department did not submit budget request	Duplicate question. Per LADOT, current State law does not allow for the City to consider this proposal.
114	Revise accounting methods for reimbursement of overhead expense to reflect that some positions are vacant or filled on a temporary basis.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	Analysts have been directed to calculate estimates for overhead reimbursements according to historical and projected vacancy rates rather than salary savings. Department reimbursements are to be based on actual salaries. Recovery of related costs now include part-time and as-needed positions.
115	Develop plans to assure funds available under Measure HHH are managed efficiently to maximize the number of units that will be built.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Proposition HHH (Prop HHH) ballot resolution establishes two oversight committees - the Citizens Oversight Committee (COC) and the Administrative Oversight Committee (AOC) to review Prop HHH program recommendations and allocations. In the 5 months since Prop HHH was approved, the City Council and the Mayor have appointed members to the COC and AOC and designated departmental sponsors for the Prop HHH Permanent Supportive Housing Program (HCID) and Facilities Program (CAO). The COC and AOC have approved recommendations from HCID and the CAO for the first Prop HHH bond issuance scheduled for early Fiscal Year 2017-18.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
116	Confirm Departmental plans to assure trained staff can replace projected mass retirements.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2017-18 Proposed Budget	The Department has been working with all city departments to create succession plans which includes projecting the number of potential retirements, determining the training requirements needed to ensure the transfer of institutional knowledge, and preparing for a sufficient number of eligible candidates.
117	Request the Department of Finance spearhead the process to update technology facilitating interdepartmental communication and to submit a budget request.	4 - Pending in Council	No	N/A - department did not submit budget request	The Department reports that over the past several years, it has explored the concept of centralizing collections management to improve revenue collection. Finance included a recommendation regarding this concept in a report released on February 28, 2017 (C.F. 17-0232). One option for consideration is implementing a new system that will track collections agency performance. City departments would send delinquent accounts to the new system, which would then assign the accounts to collection agencies. Information on the status of accounts and agencies' performance would be reported to the system. Departments would then use collections agency performance data to assign new accounts.
LIBRARY					
118	Enhance and expand online services; education and research materials, self-study courses, and lectures from proprietary or public domain	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	The Mayor's Proposed Budget includes increases for library materials and e-media and enhancements to Library technology infrastructure to improve access to digital media.
119	Develop a comprehensive Personnel Plan that details retirements and replacements.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2017-18 Proposed Budget	The Mayor's Proposed Budget includes funding of \$30,000 for librarian recruitment in the Department's Contractual Services budget.
120	Increase services for seniors.		No	N/A - department did not submit budget request	Although the Department did not request increases to services and programs specifically for seniors, increases to the library materials budget, adult literacy programs, and the mobile outreach program will benefit the senior population.
121	Increase the number branches or distribution channels in underserved areas.		No	N/A - department did not submit budget request	The Mayor's Proposed Budget includes funding to purchase and staff smaller vehicles to take Library programs and resources to parks, community centers, senior centers, and other locations. The program would benefit patrons of various backgrounds who are unable to go to the library.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
122	Provide more mobile libraries with technology services.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	The Mayor's Proposed Budget includes funding to purchase and staff smaller vehicles to take Library programs and resources to parks, community centers, senior centers, and other locations. The program would benefit patrons of various backgrounds who are unable to go to the library.
123	Increase after school programs.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	The Mayor's Proposed Budget includes funding to enhance and expand current, on-going Library programs for students and outreach funding to increase the public's awareness of these programs.
124	Offer resources introducing students to non-academic programs, vocational training, and professions.			N/A - department did not submit budget request	Although the Library did not propose programs to introduce students to non-academic programs, vocational training, and professions, the Library provides an online Job Hunting Guide and a WorkSource Portal at the Central Library. The WorkSource Portal is a joint effort of the Los Angeles WorkSource Centers and the Los Angeles Public Library.

NEIGHBORHOOD EMPOWERMENT

125	Restore DONE staff to at least the pre-budget deficit level whereby field staff will be devoted to work with a manageable number of between five to seven neighborhood councils.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	NOT included in 2017-18 Proposed Budget	Given the current financial constraints, this budget request was not funded in the current year.
126	DONE needs to charge for staff time used outreach, event and Liaison programs coordination services provided to other City Departments and Agencies wishing to engage with neighborhood councils and their stakeholders.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	NOT included in 2017-18 Proposed Budget	Authorization of this proposal is not included in the 2017-18 proposed budget. DONE should work with stakeholders to develop an effective outreach strategy which will not impact existing resources.
127	DONE should provide more "how to" information in the department's website "self Service" section for neighborhood councils reference.	5 - New Proposal	No	N/A - department did not submit budget request	The Department did not request any additional resources to fund enhancements on its website for 2017-18
128	Provide DONE with necessary funding resources for neighborhood council election outreach early in the election year cycle to ensure the Valley and all regions have full benefit.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	The Department submitted a budget request for additional funding for Neighborhood Council elections. Included in the 2017-18 Proposed Budget, there is an increase of \$106,200 in the appropriate accounts to provide the Department with additional resources to help conduct the elections and outreach.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
129	Restore neighborhood councils' annual budgets to \$50,000. Consideration should be given to apportion funds based on the number of stakeholders within a council's boundaries.	1 - Considered in Past but not Adopted	No	N/A - department did not submit budget request	Funding in the amount of \$42,000 is provided in the current year. The final NC funding level is subject to Mayor and Council approval through the annual budgetary process. It is not recommended that funding level for NCs be based on the number of stakeholders. Current practice provides the same level of funding for all 96 Neighborhood Councils and funding is set aside for new NCs which may form during the fiscal year.
130	Allow neighborhood councils to carry forward an amount of any remaining fiscal year funds into the following fiscal year. Recommended rollover amount is up to \$10,000.	1 - Considered in Past but not Adopted	No	N/A - department did not submit budget request	Given the current financial constraints, the rollover policy is currently suspended. Funding is provided annually to NCs. In the current year, \$42,000 has been provided for each of the 96 Neighborhood Councils.
131	Reinstate the ordinance allowing neighborhood council to accept donations/contributions.	5 - New Proposal	No	N/A - department did not submit budget request	The current ordinance permitting neighborhood councils to accept donations has expired. There are currently no formal request pending to reinstate the donation policy.
LACERS AND LAFPP					
132	Los Angeles still needs to establish a commission on Retirement Security (as recommended by the LA 2020 Commission) to review its current retirement plans and to make recommendations for the future. For the current fiscal year the City is paying contributions in excess of \$1.1 billion toward the two retirement plans for its employees and retirees, representing almost 20% of the General Fund budget. Increasing pension contributions are crowding out basic services, such as public safety, the repair of our infrastructure, affordable housing, and services to the homeless.	4 - Pending in Council	No	NOT included in 2017-18 Proposed Budget	This recommendation was transmitted to the Council via Council File 14-1184. No action has been taken on this recommendation.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
133	The City should acknowledge the actual rate return on its invested funds and come to grips with its unfunded pension liabilities. This is not, unfortunately, something that can be accomplished by the employees of the two city departments on their own, as their functions are primarily administrative (doing the best they can with the policies adopted by the City). Changes in policy should be considered by their Boards, the Mayor who appoints a majority of the Boards, and the City Council.	5 - New Proposal	No	NOT included in 2017-18 Proposed Budget	The current investment rate of return assumption both systems is 7.5 percent. According to the pension systems, the assumption is in line with those of other public pension systems as evidenced by the National Association of State Retirement Administrators (NASRA) survey. Further, it is also in line with long-term return assumptions from the systems' actuary. The LACERS and LAFPP Boards of Administration are expected to consider experience studies (i.e., an examination of actuarial assumptions), including both economic and demographic assumptions in the summer of 2017. This study will look at the assumed rate of return among various other factors. Any actuarial assumption changes adopted by the respective Boards will impact the 2018-19 contribution rates for the respective systems.
134	The City should consider whether it can afford to keep offering defined benefit pension plans to its employees. Once again, this is not something that the employees of the two city departments on their own can change, as their functions are primarily administrative. Changes in policy should be considered by their Boards and the City.	5 - New Proposal	No	NOT included in 2017-18 Proposed Budget	The City is always evaluating benefits provided to City employees and continues to pursue long-term savings in employment costs as illustrated by the City's pension reform efforts. Pursuant to a Charter Amendment, the City created a new tier of retirement benefits (Tier 6) for sworn employees hired after July 1, 2011 which is expected to reduce the City's pension costs for new sworn public safety employees. In 2015-16 the City Council adopted a new civilian retirement tier (Tier 3), which applies to all civilian employees hired on or after February 21, 2016. Tier 3 includes a series of plan design changes that lower the overall pension benefit compared to Tier 1. Lowering the overall benefit reduces the City's long-term structural cost and results in the employee paying a higher percentage of the pension cost.
135	These departments should be given more flexibility in hiring the best people possible. They are trying to lower their costs while hiring the best investment professionals.	5 - New Proposal	No	NOT included in 2017-18 Proposed Budget	The Boards of the Pension Systems have the authority to authorize positions by Board Resolution which provides flexibility to address hiring needs. The filling of positions however, is subject to Civil Service Rules. Any concerns regarding position qualifications can be addressed at the employee-relations level.
136	The Boards for these departments should be comprised of persons with audit and institutional investment experience.	5 - New Proposal	No	NOT included in 2017-18 Proposed Budget	Charter Section 1104 (Pension and Retirement System Boards) outlines the rules for Board Membership. However, qualifications for Board appointments are subject to the discretion of the appointing authority. Some Pension systems have requirements for appointees. Although relevant experience is desired, it can be challenging to find persons with investment experience that would not have conflict issues (unless they are retired).

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
PERSONNEL					
137	REINVEST IN TRAINING	2 - Currently Underway (department is working to implement proposal)	No	NOT included in 2017-18 Proposed Budget	The 2016-17 Adopted Budget included supplemental funding for the Department to expand the existing Learning Management System.
138	Succession training	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2017-18 Proposed Budget	The 2016-17 Adopted Budget included supplemental funding for the Department to expand the existing Learning Management System.
139	Focus on employing more new technology to move toward anytime, anywhere testing using outside contractors	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	The Mayor's Proposed Budget includes contractual services funding to conduct an anytime, anywhere testing pilot program.
140	Look at open-book, competency based, teamwork, vs. fact based, 11-1200 classifications				Additional information is needed on this recommendation to provide a response.
141	Rename/update; aptitude testing				Additional information is needed on this recommendation to provide a response.
142	Look at internships to stretch dollars	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Mayor's Executive Directive No. 9 encourages City departments to identify job opportunities for LA's youth. When appropriate, the City also employs Student Professional Workers and Administrative Interns.
143	Move to paperless files, electronic records, software, will need to invest in own system, mobile apps	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	The Mayor's Proposed Budget includes funding to transition the following currently paper based systems into electronic records on a go-forward basis: a) civil service employee personnel records on a go forward basis, b) medical records for the City's jails, and c) medical records and reporting requirements for public safety related positions.
CITY PLANNING					
144	Community Plans - Assure a robust process to develop new community plans.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	Adopted and included in the FY 17-18 Proposed Budget.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAD Feedback
145	Community Plans - Assign policy staff to continuously update community plans.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	Adopted and included in the FY 17-18 Proposed Budget.
146	Community Plans - Develop micro plans to uphold the character of our multiple diverse neighborhoods.	5 - New Proposal	No	N/A - department did not submit budget request	Unnecessary given the resources committed to Community Plans; Community Plans can address this issue if it's necessary from a planning perspective.
147	Community Plans - Add staff to rapidly multiply the numbers of Implementation Overlays to retain that which makes our neighborhoods unique.	5 - New Proposal	No	N/A - department did not submit budget request	Unnecessary given the resources committed to Community Plans; Community Plans can address this issue if it's necessary from a planning perspective.
148	Implement an Affordable Housing Linkage Fee.	4 - Pending in Council	Yes	Included in 2017-18 Proposed Budget	Revenue is assumed in the FY17-18 Proposed Budget, but the policy is pending in PLUM Committee.
149	Create and put into place a strong Development Impact Fee.	1 - Considered in Past but not Adopted	No	N/A - department did not submit budget request	Impact fees for Public Safety, Municipal Facilities, and others have been considered, but did not move past the exploratory phase. A Linkage Fee for Affordable Housing is pending in PLUM.
150	Expand staffing of the historic unit to (1) service new Historic Preservation Overlay Zones (HPOZs) and (2) work the backlog of applications for historic designation.	5 - New Proposal	Yes	NOT included in 2017-18 Proposed Budget	The General Fund subsidizes HPOZ activities; if HPOZ fees were increased to full cost recovery then resources could be added without any further General Fund impact.
151	Add a third unit for Condition Compliance (beverage) and add a second Associate Zoning Administrator to the condition Compliance section.	4 - Pending in Council	Yes	Included in 2017-18 Proposed Budget	Adopted and included in the FY 17-18 Proposed Budget.
152	Assure any short term rental (STR) ordinance will have a strong and effective enforcement component.	4 - Pending in Council	No	Included in 2017-18 Proposed Budget	Revenue is assumed in the FY17-18 Proposed Budget, but the policy is pending in PLUM Committee.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
POLICE					
153	Continue to expand the civilian work force permitting sworn officers filling civilian positions to be redeployed.	2 - Currently Underway (department is working to implement proposal)	Yes	NOT included in 2017-18 Proposed Budget	For civilian staffing, it is assumed that hiring will be maintained to counteract attrition plus an additional 17 civilian positions will be filled to support the newly established Transit Services Bureau and seven positions will be added for the Body-worn Video Camera Program for an average of 2,906 filled civilian positions.
154	Re-open Harbor and Foothill jails with civilian staff	5 - New Proposal	Yes	NOT included in 2017-18 Proposed Budget	Funding (\$500,000) was continued within the Department's Sworn Overtime account in 2016-17 for a Custody Transport Detail at the 77th Street and Van Nuys jails.
155	Increase numbers of police officers on the street; establish minimum patrol levels	5 - New Proposal	No	N/A - department did not submit budget request	The Mayor's Proposed Budget includes funding to maintain a force of 10,000 officers and fill an additional 52 sworn positions assigned to the new Transit Services Bureau which will oversee the delivery of contractual law enforcement services to the Los Angeles Metropolitan Transit Authority. Funding is also included in the 2017-18 Proposed Budget (\$40.98 million) to provide sworn personnel on an overtime basis to police the transit system within the City's boundaries.
156	Improve non-emergency response time	5 - New Proposal	Yes	Included in 2017-18 Proposed Budget	The Mayor's Proposed Budget includes funding to replace 9-1-1 Dispatch Workstations (\$1.1 million) and (\$1.50 million) to maintain the 9-1-1 telephony; both of these resources are integral to answering all police, fire, and medical emergency calls timely. The Police Department also requested \$1.64 million to hire 40 Police Service Representatives to decrease wait times. Funding for this purpose is not included in the 2017-18 Proposed Budget.
157	Hire additional police officers to fill the ranks significantly beyond expected attrition rates	5 - New Proposal	No	N/A - department did not submit budget request	The Mayor's Proposed Budget includes funding to maintain a force of 10,000 officers and fill an additional 52 sworn positions assigned to the new Transit Services Bureau which will oversee the delivery of contractual law enforcement services to the Los Angeles Metropolitan Transit Authority. Funding is also included in the 2017-18 Proposed Budget (\$40.98 million) to provide sworn personnel on an overtime basis to police the transit system within the City's boundaries.
158	Staff personnel department to allow LAPD to meet its goal of 10,000 sworn officers; decentralize Personnel	5 - New Proposal	No	N/A - department did not submit budget request	The Police Department is currently meeting its recruitment goals and is on track to end the year at or near 10,000 officers. Given this, it is recommended that the Personnel Department continue working with the Police Department to facilitate ongoing recruitment and review as necessary any impediments to the process.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
159	Establish "Constant Staffing" overtime to backfill vacancies in patrol assignments	5 - New Proposal	No	N/A - department did not submit budget request	The Council has adopted a Motion which directs the Police Department to report back on this issue (C.F. 17-0078). The Mayor's Proposed Budget includes \$120.98 million for Sworn Overtime, which is an increase of \$30.98 million from 2016-17. Funding a constant staffing overtime system similar to that used in the Fire Department would require significant additional resources. The Department will be increasing its use of sworn overtime at least 34 percent to police the Los Angeles Metropolitan Transit Authority bus and rail system. In addition, new overtime deployments will include special events such as sporting and cultural events. The impact of these new overtime deployments on officers relative to fatigue and/or burnout are not yet known, so it may be advisable to allow time for the Department to rollout the new deployments before further increasing the use of sworn overtime.
160	Re-evaluate Basic car areas and Senior Leads	5 - New Proposal	No	N/A - department did not submit budget request	The Council has adopted a Motion which directs the Police Department to report back on the issue of basic cars and its allocation of sworn resources (C.F. 17-0078). Their report is pending release. Relative to Senior Leads, the Department should address this in a report back.
161	Add redundant Radio Cars	5 - New Proposal	No	N/A - department did not submit budget request	The Council has adopted a Motion which directs the Police Department to report back on the issue of basic cars and its allocation of sworn resources (C.F. 17-0078). Their report is pending release.
162	Improve Operational Flexibility (with regard to restructuring basic car and patrol force)	5 - New Proposal	No	N/A - department did not submit budget request	The Council has adopted a Motion which directs the Police Department to report back on the issue of basic cars and its allocation of sworn resources (C.F. 17-0078). Their report is pending release.
163	Do not sweep unspent personnel funds; reallocate these funds for overtime	5 - New Proposal	No	N/A - department did not submit budget request	The City budgeting process includes the sweeping of unspent salary appropriations at the end of each Fiscal Year. Overtime funding is also allocated each year through the annual budget process. It is recommended that this approach not be altered as it is an efficient means to regularly adjust funding to meet current workload demands.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
164	Plan year-round, smaller classes for best police officer training	5 - New Proposal	No	N/A - department did not submit budget request	The Mayor's Proposed Budget includes funding for 13 classes of recruits ranging in class size from 35 to 52. These class sizes are within the Police Department's recommended class size.
165	Expand specialized training and teams to work with the homeless and the mentally ill	5 - New Proposal	No	N/A - department did not submit budget request	The 2016-17 Adopted Budget added resources to ensure 24-hour coverage of System-wide Mental Assessment Response Teams which deploy with Department of Mental Health clinicians to provide intervention, referral, and/or placement for mentally ill persons. The Department has also expanded its training for officers to better respond to the homeless and mentally ill.
166	Hire a consultant to identify ways to reduce harassment and retaliation lawsuits	5 - New Proposal	No	N/A - department did not submit budget request	The Department should evaluate the feasibility of this recommendation, including whether it would substantially improve existing Department efforts to adequately train, supervise, and discipline personnel to reduce such lawsuits.
167	Conduct a comprehensive study of surrounding jurisdictions comparing starting salaries, deployment per square mile and per capita	5 - New Proposal	No	N/A - department did not submit budget request	Starting salary data of surrounding jurisdictions are regularly researched by the Office of the City Administrative Officer in the course of conducting labor negotiations. Additional factors such as deployment per square mile and per capita may also be useful to the Police and Personnel Departments in recruiting efforts. At this time, the Department is successfully meeting its recruitment goals.
168	Support an all civilian complaint review board	4 - Pending in Council	No	N/A - department did not submit budget request	The voters approved Measure C which allowed for officers to select an all civilian Board of Rights.
PUBLIC WORKS BUREAU OF CONTRACT ADMINISTRATION					
169	The City provides the Bureau of Contract Administration the funding necessary for additional staff and office space for the Office of Wage Standards to insure proper compliance of the new minimum wage ordinance.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	The 2017-18 budget provides funding in the Unappropriated Balance for additional staff to implement and enforce the new minimum wage ordinance. The Bureau requested for additional office space and this request has been submitted to the Municipal Facilities Group for review.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
170	The City provides funding to allow the bureau to continue its move toward paperless transactions through the increased use of smartphones and tablets for field work.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2017-18 Proposed Budget	The existing inspectors are all equipped with smartphones. The smart phones allow construction inspectors to perform the following transactions while out on the field: check and respond to emails, access the Bureau of Engineering's website to review permit inspection records; make entries and issue final sign-off; and review and open project records and plans. In the 2017-18 budget, funding is provided to cover the cost of a smartphone and the data plan for the new inspection staff. The Bureau did not request funding for tablets.
171	The City provides proper funding for additional inspectors to allow the bureau to quickly and efficiently conduct inspections for the new sidewalk program.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	The 2017-18 budget provides funding for additional inspection staff to support the Sidewalk Program.
172	The City provides adequate funding for additional inspectors to ensure adequate hiring of disadvantaged worker and proper safety on capital improvement projects.	5 - New Proposal	No	N/A - department did not submit budget request	The Bureau received funding for construction inspectors to work on safety-sensitive programs, such as for the Wastewater Program and Los Angeles World Airport, where quality, safety and workforce development is critical.
PUBLIC WORKS BUREAU OF SANITATION					
173	Request funding for a 5th Clean Streets service team to maintain current level of service.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	The Proposed Budget includes \$1,298,570 in funding and regular authority for 10 positions to staff the 5th Clean Streets service team.
174	Request funding for biannual household hazardous waste pick-up.	5 - New Proposal	No	N/A - department did not submit budget request	The Bureau has six permanent Solvents/Automotive/Flammables/Electronics (SAFE) Centers throughout the City where the public can responsibly dispose of household hazardous waste. The City also holds several mobile household hazardous collection events during the year and provides collection services at City facilities. However, this recommendation is proposing that the Bureau incorporate household hazardous waste pickup in its residential curbside collection program. This recommendation may not be operationally feasible as there are strict State and Federal regulations on the transportation of household hazardous waste, which is why the City contracts with Clean Harbors for hazardous waste collection and disposal services. In addition, there are potential public health and safety implications with residents placing household hazardous waste on the curbside for collection.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
175	Expand green infrastructure for achieving water quality objectives for urban stormwater runoff.	2 - Currently Underway (department is working to implement proposal)	No	NOT included in 2017-18 Proposed Budget	There are currently over 40 completed Green Infrastructure (GI) projects in the City and the Mayor's Proposed Budget provides \$259,889 and regular authority for four positions to maintain these completed projects and ensure that GI projects are properly working and producing their intended water quality benefits. Funding for additional GI projects are subject to the availability of Stormwater Pollution Abatement (SPA) funds and allocated through the SPA Capital Improvement Expenditure Program (CIEP). There is a significant structural deficit within the SPA Fund and until a more sustainable funding source for the Fund has been identified, the City will be limited in the number of GI projects it annually constructs.
176	Develop and implement a plan to achieve 100% recycling of water (currently 15% to 30%).	2 - Currently Underway (department is working to implement proposal)	Yes	NOT included in 2017-18 Proposed Budget	The October 21, 2016 Controller Audit of the Bureau's Water Recycling Program cited the need for additional water recycling infrastructure at the Hyperion Water Reclamation Plant (HWRP). On the same day, the Controller and Mayor sent a joint letter to the State Water Resources Control Board and Department of Water Resources to request the removal of funding caps for water recycling projects that have significant impacts on the State's water supply. The Bureau has developed plans to increase water recycling efforts at HWRP that would generate 70 million gallons per day (MGD) of recycled water by 2027. In the Bureau's 2017-18 Proposed Budget, the Bureau requested funding and eight regular positions to staff a new division to oversee the Bureau's water recycling programs. This request was not approved and was not included in the Mayor's Proposed Budget. Funding for water recycling projects are allocated through the Wastewater Capital Improvement Expenditure Program (CIEP) budget.
177	Develop and implement a plan to make Los Angeles independent of outside water by 2035.	5 - New Proposal	No	N/A - department did not submit budget request	Varying sources of water improves water reliability. Studies assert a possibility for 100% local water supply; however, there is a high degree of risk to water reliability and it would strand major investments with MWD.
178	Provide the City Council with an aggregate plan to achieve these and other goals in a cost-effective manner stressing the downline savings to justify funding their goals on an expedited basis.	2 - Currently Underway (department is working to implement proposal)			DWP prepares an Urban Water Management Plan to identify goals and opportunities to achieve the goals in a cost-effective manner. The most recent UWMP was released in 2015.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
179	Development and implement a program to educate the populace, from tot to seniors, from moms to manufacturers, on how to dispose of garbage safely.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Bureau has several public outreach programs on recycling and the proper disposal of solid waste. The Bureau provides school tours at its Environmental Learning Center and the Bureau works with the Los Angeles Unified School District (LAUSD) to educate children on proper recycling. Under the new Exclusive Franchise System, franchise haulers will be responsible for providing education and outreach on proper waste disposal and recycling to multi-family and commercial properties.
180	Initiate an accelerated education program on the safety of tertiary recycled water in potable use and move to amend legislation to allow such use.				DWP continues to expand its opportunities to use recycled water in support of the water reliability. Research has been considered regarding the use of tertiary recycled water in potable use however the Department is not pursuing any related legislation.
181	Ensure future systems development allow for incorporating tertiary water use at all levels rather than be forced to run parallel systems.				DWP actively considers its methods for systems development.
182	Increase dumping fines so they are on parity with those the County charges.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	No	Included in 2017-18 Proposed Budget	The Proposed Budget includes an instruction in Exhibit H for the City Attorney to prepare and present ordinances to amend the LAMC and LAAC to increase illegal dumping fines to allow the City to recover its costs for enforcing and remediating illegal dumping activities. In the past, various Motions (CF 08-1639, CF 15-1067, CF 15-1067-S2, CF 16-0600-S16, CF 14-1499-S4) have been introduced instructing the Bureau of Sanitation and Street Services, CAO, and City Attorney's Office to look at this issue. One of the most recent budget Motions (CF 16-0600-S16) requested the CAO to compare the City's fines vs. the County's fine and report back to the Energy and Environment Committee. Our Office was working on this report prior to the commencement of the 2017-18 Budget preparation.
183	Request the City Council mandate fast food companies be responsible for disposing of their products and contract with the Department for recycling.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2017-18 Proposed Budget	Under the new Exclusive Franchise System for Commercial and Multi-Family Properties, franchise haulers will be required to ensure that fast food restaurants meet certain waste diversion goals. In order to achieve these goals, franchise haulers will be required to implement programs for fast food restaurants to responsibly dispose of their products. The Proposed Budget provides resources for the Bureau of Sanitation to administer and enforce the provisions of the Franchise System.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted In 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
RECREATION AND PARKS					
184	Investigate a parcel tax or other measure, similar to Measure L for the Library, to increase revenue for the department's operations and establish a way to designate new funds to be managed and used only for Recreation and Parks Services.	1 - Considered in Past but not Adopted	No	N/A - department did not submit budget request	The Department supports this recommendation and strongly advocates for an enhanced parcel tax that is LA City based and LA City Recreation and Parks specific. The use of funds should be restricted for direct park facility improvements, park maintenance, and recreational programming, not for indirect costs and utilities. As an example, an average increase of \$100 per parcel would generate \$78 million, based on the 2016 total number of assessed parcels in the City of Los Angeles.
185	Seek legislative approval to use Quimby funds in expanded locations near where the construction is taking place to make use of such funds less restrictive.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	Already implemented. On September 7, 2016, The City Council approved the new Park Dedication and Fee Update Ordinance (Park Fee Ordinance), Ordinance No. 184,505, and approved a Resolution relative to a General Plan Amendment to amend the Public Recreation Plan of the Service Systems Element of the City of Los Angeles General Plan. Ordinance No. 184,505 became effect on January 11, 2017. The new Park Fee Ordinance requires all new residential dwelling units to dedicate land, pay a fee in-lieu, or provide a combination of land dedication and fee payment for the purpose of acquiring, expanding, and improving park and recreational facilities for new residents. Certain affordable housing units and secondary dwelling units are exempt from any requirement to pay a fee. The Resolution to amend the Public Recreation Plan modernizes the definitions for neighborhood, community, and regional recreational sites and facilities; updates the guidelines and definitions for park sites; and, adds guidelines not previously specified for regional recreational sites and facilities. The updated guidelines also include modified and expanded recommended service area distances, as well as new recommended service levels for each of the three defined types of recreational sites and facilities.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
186	Pursue assessment districts for decommissioned DWP reservoirs to raise funds for park rangers, trail maintenance and other departmental support. continue to pursue goal of having enough rangers to provide one for each of the City's 15 Regional Parks.		Yes	Included in 2017-18 Proposed Budget	Assessment Districts (A new proposal; Department did not submit a budget request) The DWP funding available to the Department is generally designated for energy and water conservation related or facility specific. This recommendation may be accomplished with redirection of DWP funding subject to approval by the DWP Board and/or City Council. Park Rangers (Department did submit a budget request; this item is included in the Proposed Budget) The Department is on track to regenerate the Park Ranger Program, increasing annual budget gradually in recent years. Current funding provides a basic Park Ranger organization for all six Service Districts Citywide. The Department has requested six new Park Ranger positions in Fiscal Year 2017-18 for the Cabrillo Beach and Harbor Regional Parks and will continue the effort to expand the program and increase Park Ranger presence at Regional Parks Citywide.
187	Explore practice of contracting out certain services in order to reduce costs and increase cleanliness of facilities. Redirect City staff toward other core functions.	3 - Pending in Budget (department submitted proposal in 2017-18 budget request)	Yes	Included in 2017-18 Proposed Budget	The Department has been contracting for non-RAP core services, urgent or seasonal services, and specialized services in order to reduce cost, reduce staff injuries, and enable the Department staff to focus on core services with the limited resources. The increased Department staff presence at facilities helps to deter undesirable activities and provide safe, clean and presentable facilities to public. Developed over several years, the Department has a good combination of inside/outside contracting in place. Examples: • Brush Clearance - Require specialized contractors who have extensive training, knowledge and equipment. • Public Buildings Landscaping - Provide ground maintenance services at non-RAP public facilities. • Fire, Life and Safety - Provide mandatory maintenance and repairs, and response to urgent and increasing demands during staff shortage. • Swimming Pool Services - Provide maintenance and repairs of pools, and deliver emergency responses during staff shortage. Additionally, contractors have the ability to provide troubleshooting services not performed by existing City staff and have access to equipment and materials that are not readily available to the City staff.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
188	Make an appeal to have DWP charges reduced and/or renegotiated, if there are some type of extenuating circumstances that could be found.	5 - New Proposal	No	N/A - department did not submit budget request	The Department has made an appeal and has been negotiating with DWP for reduced rates. At this time, no significant rate reductions are available. According to the Department, although the water rate reduction is helpful, the fast growing total utility costs remains a significant burden that limits the Department's ability to restore and improvement core services. The utility costs, including sanitation charges in Fiscal Year 2017-18, are expected to reach \$26.9 million. The Department recommends a specific LA City parcel tax measure for schools, parks and libraries that sets up an exemption utility rates. This measure is the Department's highest priority.
189	Fast track a retirement planning and staff training action plan to address the immediate need for retaining and maintaining staff.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Department is on track to match the full-time attrition due to retirement it experienced last year (i.e., Fiscal Year 2016-17). To date, 31 full-time Department employees have already retired and another four full-time employees have retirement applications pending LACERS approval. The availability of eligible lists of classifications is critical to the Department in maintaining staff. Last year, the Department identified ten critical classifications in maintaining adequate staffing levels. The regular authority positions allocated to those ten classifications represent two-thirds (66%) of Department's total regular authority. A year ago, the Department requested that the Personnel Department ensure there are always eligible lists for all ten classifications.
TRANSPORTATION					
190	Re-evaluate the Mobility Plan 2035 to emphasize safety by protecting pedestrians, drivers, and bicyclists, and adapting it to the individual neighborhoods' needs and desires	2 - Currently Underway (department is working to implement proposal)	No	Included in 2017-18 Proposed Budget	While LADOT is not the city department tasked with re-evaluating the Mobility Plan 2035, LADOT is implementing many safety projects throughout the City for pedestrians, bicyclists, and drivers through its Vision Zero program.
191	Maintain revenue from parking citations in the respective neighborhood and keep funds generated from meters in the neighborhood as well, possibly to build parking structures in neighborhoods desperately in need.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2017-18 Proposed Budget	The 2016-17 Adopted Budget includes funding for the Special Parking Revenue Fund Local Return Pilot (\$600,000) which returns parking meter revenue to communities for local parking projects and services.
192	Hire staff to address the transportation demands of a growing city population, including further alleviating traffic congestion, promoting mobility hubs, and expands on alternative transportation options	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2017-18 Proposed Budget	The 2016-17 Adopted Budget includes funding for staffing for Mobility Hubs implementation, Carshare and Bikeshare programs. The hiring status is unknown. LADOT has requested additional resources in 2017-18.

ATTACHMENT

No.	2017 White Paper Recommendation	Category	Submitted in 2017-18 Budget Request	Status of 2017-18 Budget Request	CAO Feedback
193	Hire additional parking enforcement officers to enforce parking laws in neighborhoods with limited LADOT parking enforcement operations cover City neighborhoods but can study deployment to ensure neighborhoods are receiving adequate coverage.	5 - New Proposal	No	N/A - department did not submit budget request	Proposal is not currently under consideration by the Council as part of the Proposed Budget or through another forum. LADOT deploys its parking enforcement resources throughout the City. No specific additional resources were requested for this purpose.
194	Do more to address parking shortages in neighborhoods like Silver Lake, Westwood, North Hollywood, Highland Park, etc. LADOT can be funded via SPRF (Special Parking Revenue Fund) to perform additional parking studies.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2017-18 Proposed Budget	The 2016-17 Adopted Budget included funding for parking studies (\$355,000) for various studies. LADOT has requested continuation of these resources in 2017-18.
195	Hire additional public media relations staff persons.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	LADOT is hiring additional as-needed staff for public media relations.
196	Devise a plan for succession to plan for impending mass retirements to include cross-training current staff and new hires.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	LADOT is engaging in succession planning, cross-training, and hiring.
197	Ask Metro to evaluate providing bus passes to all high school and community college students, perhaps making passes free for all students, taking a large number of cars off the road.	5 - New Proposal	No	N/A - department did not submit budget request	Proposal is not currently under consideration by the Council as part of the Proposed Budget or through another forum. This is not a budgetary matter for the City. However, as part of the recent Measure M ballot measure, senior and students will continue to be eligible for lower transit fares.