

REPORT FROM

## OFFICE OF THE CITY ADMINISTRATIVE OFFICER

---

Date: April 30, 2019

CAO File No. 0220-05158-0003

Council File No. 19-0600

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, 2019

Subject: **CAO REVIEW OF PROPOSALS INCLUDED IN THE NEIGHBORHOOD COUNCIL BUDGET ADVOCATES 2019 WHITE PAPER**

---

### RECOMMENDATION

That the Committee use the budget memo process for any requested reports on individual Neighborhood Council Budget Advocates White Paper recommendations during its consideration of the 2019-20 Proposed Budget.

### SUMMARY

On March 13, 2019, the Neighborhood Council Budget Advocates released a White Paper titled "One Solution – A City Manager." The Budget Advocates are scheduled to present the White Paper to the Budget and Finance Committee on May 6, 2019 as part of the Committee's consideration of the 2019-20 Proposed Budget.

This report provides brief comments on the White Paper's 231 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:

1. **Proposals Considered in Past but not Adopted:** Proposals that have been considered in the past, but are not currently under consideration.
2. **Proposals Currently Underway:** Proposals that have been or are currently being implemented in some form.
3. **Proposals Pending in Budget:** Proposals that have been submitted by departments for consideration in the 2019-20 Budget and are either included or not included in the Proposed Budget.
4. **Proposals Pending in Council:** Proposals that are currently under consideration by the Council through an existing motion or other pending actions.

5. **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.

The distribution of White Paper recommendations by category is as follows:

<b>Category</b>	<b>Percent of Total</b>
Proposals Considered in Past but not Adopted	3%
Proposals Currently Underway	32%
Proposals Pending in Budget	41%
Proposals Pending in Council	1%
New Proposals	23%
Total	100%

### **FISCAL IMPACT STATEMENT**

There are no fiscal impacts as a result of the recommended action. The fiscal impacts of the White Paper recommendations vary greatly and would require further analysis.

*RHL:ZMB:BYO:01190031c*

Attachment

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
1	Creation of a City Manager position.	5 - New Proposal	No	NOT included in 2019-20 Proposed Budget	The City Charter designates the Mayor as the executive officer of the City. Changing to a city manager system of government would require a Charter change.
<b>AGING</b>					
2	Continue support of the "Good Food Policy" to improve the health and wellbeing of elderly residents, particularly in disadvantaged communities, develop a thriving "Good Food" economy, and strengthen agricultural and environmental stewardship throughout the region.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Department has reported that Morrison's, the Department's largest meals distributor, is in compliance with the Good Food Purchasing Policy. However, small, non-profit production kitchens and ethnic caterers do not have the financial resources to provide information regarding compliance to the Good Food Purchasing Policy Council on the dollar volume of food purchased and contact information for the names of food suppliers and distributors.
3	Continue support of the "older workers employment program" that provides part-time work-based training opportunities at local community service agencies for older adults who have poor employment prospects and are unemployed.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget continues funding for the Older Worker Employment Program (OWEP), and includes additional funding for staff support.
4	Continue support of caregivers and the need for respite care services.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Proposed Budget includes funding for senior and family caregiver service provider contracts in the Department's baseline budget.
5	Support the Department through additional funding for the hiring of additional administrative staff.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes additional positions to provide administrative support for the Older Workers Employment Program.
6	Support the hiring of case worker/social worker for the Department.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes as-needed hiring authority for the Social Worker I classification for current and future family caregiver projects requiring additional part-time staff, where social work experience is needed.
7	Eliminate generic job classification for the Department so that the hiring for the Department can be more sustainable.	5 - New Proposal	No	N/A - department did not submit budget request	Discussions between the Department and the Personnel Department are necessary to identify and explain how the current job classification system, which serves all City departments, is insufficient to address the Department's hiring needs.
<b>ANIMAL SERVICES</b>					
8	Fund the Animal Sterilization Fund in the amount of \$1.1 million, to save the City tens of millions of dollars in the future.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes funding in the amount of \$400,000 for the Animal Sterilization Trust Fund. The provided funding amount was based upon projected revenue and expenditures in 2019-20.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
9	Determine if funding is available to Los Angeles Animal Services (LAAS) for spay/neuter and veterinary for dogs and cats of homeless people, from already approved funds for homelessness such as HHH and other sources.	5 - New Proposal	No	NOT included in 2019-20 Proposed Budget	Funding from the HHH program can only be utilized for capital expenditures. Services such as veterinary care for animals owned by the homeless population would not be an eligible expense.
10	Fund \$250,000 to provide support for foster homes and other programs to deal with the temporary influx of dogs around the 4th of July and influx of cats and dogs during other periods, so healthy adoptable dogs and cats do not have to be euthanized for lack of kennel space during these periods.	5 - New Proposal	No	NOT included in 2019-20 Proposed Budget	The Department holds discount events, such as 4DAYS4LIFE, that encourage additional adoptions to address the influx of dogs and cats around the 4th of July. The Department also promotes a strong campaign for fostering and adoptions across all its social media platforms during this period of time as well.
11	Fund approximately \$100,000 to hire two clerical assistants for the Life Saving Liaisons at the 6 City Shelters (2 clerical assistants for all 6 Life Saving Liaisons).	5 - New Proposal	No	NOT included in 2019-20 Proposed Budget	The Department currently employs six Animal Care Technicians that serve as Life Saving Liaisons. The Department did not request additional support for these services.
12	Fund approximately \$100,000 to hire two full-time clerical assistants at the 6 City Shelters (two clerical assistants for all 6 Volunteer Liaisons) and \$25,000 for supplies for the Volunteers at the 6 City Shelters.	5 - New Proposal	No	NOT included in 2019-20 Proposed Budget	The Proposed Budget does not include funding for supplies for volunteers or funding for two new administrative positions to support volunteer liaisons. The Proposed Budget, however, includes funding for a Volunteer Coordinator that will be responsible for recruitment, management, training, and tracking the Department's volunteers.
13	Make the position of Director of Volunteer Programs, who oversees all 6 City Shelters, a permanent position.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes funding and regular authority for one Volunteer Coordinator position.
14	Fund 12 new Animal Control Technician (ACT) positions to replace the 6 ACTs who are currently acting as the Volunteer Liaisons and the 6 ACTs who are currently acting as the Life Saving Liaisons.	5 - New Proposal	No	NOT included in 2019-20 Proposed Budget	The Department currently has 10 vacant ACT position authorities. It is recommended that the Department fill its vacancies before requesting additional authorities.
15	Fund positions for a Data Analyst and a Public Information Director, to increase spay/neuters, adoptions, and donations to the Department.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	NOT included in 2019-20 Proposed Budget	The Department submitted a request for one Public Information Director and one Management Analyst, but it was not included in the Proposed Budget. Currently, the Department has a Public Relations Specialist II that performs public relations duties and data analysis can be performed by existing staff.
16	Fund 10 full-time canvassers, who go out into the neighborhoods to make sure dogs are licensed and neutered, for safety purposes and to produce revenue.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Department submitted a request for eight full-time Animal License Canvassers as a part of its 2019-20 budget requests. The Proposed Budget includes funding for four full-time Animal License Canvassers.
17	Fund the 8 unfunded Animal Control Officer (ACO) positions, a safety issue.	2 - Currently Underway (department is working to implement proposal)	No	Included in 2019-20 Proposed Budget	The Department has 54 ACO I positions and 29 ACO II positions included in the Proposed Budget. None of these ACO positions are unfunded.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
18	The Personnel Department should give priority to and expedite the hiring for LAAS positions.	5 - New Proposal	No	N/A - department did not submit budget request	Personnel provides various services to support numerous departments, including the Animal Services Department. The priority of service is based on overall City needs and the availability of funding and staff resources to meet those needs. At times, individual departments may support dedicated positions by utilizing special funding sources or enter into a memorandum of understanding with Personnel to reimburse the costs of dedicated support positions.
<b>BUILDING AND SAFETY</b>					
19	Expand the number of inspector positions beyond the current limits to allow for a faster response time to requests.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The 2019-20 Proposed Budget includes additional inspection position authorities to enhance response times.
20	Continue the use of retirees on temporary contracts as substitute inspectors to offset the potential loss of staff through retirements for a long enough time to pass on their institutional knowledge to the next generation of inspectors.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget continues funding for the hiring of retirees on temporary contracts. The Department is working to identify areas for the expanded use of retirees.
21	Continue to support the Targeted Local Hiring Program and Summer Youth Employment Program which provide opportunities for employment for prospective employees.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Los Angeles Department of Building and Safety (LADBS) did not submit a specific request for the Targeted Local Hiring (TLH). the LADBS has used and will continue to use the TLH Program.
22	Encourage an expanded interaction between the Department and local schools with the goal to enhance a course study which would expand the pool of prospective employment candidates.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	LADBS will continue to work with and expand its outreach to local trade schools for inspection related classifications and to local colleges and universities for recruitment in Engineering and IT classifications. LADBS has recently recruited at LA Trade Tech, Cal-State Los Angeles, Cal-State Northridge and Cal-Poly Pomona.
<b>CANNABIS REGULATION</b>					
23	Expedite hiring of 10 unfilled staff positions to process cannabis applications timely.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Department is working to fill these positions.
24	Transition enforcement from LAPD to Department of Cannabis Regulation.	1 - Considered in Past but not Adopted	No	N/A - department did not submit budget request	The Department of Cannabis Regulation (DCR) is tasked with ensuring that businesses comply with the business rules related to operating a business. The DCR does not have the expertise or resources to combat criminal activity.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
25	Allocate regular pay to LAPD for enforcement, rather than overtime hours.	5 - New Proposal	No	N/A - department did not submit budget request	Law enforcement deployment strategy is under the purview of the Los Angeles Police Department (LAPD). LAPD is working with various Departments to ensure the best action for enforcement. The 2019-20 Proposed Budget includes \$10 million for LAPD overtime for cannabis-related enforcement.
26	Ensure equal enforcement of criminal activity.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	Law enforcement deployment strategy is under the purview of the LAPD. LAPD is working with various Departments to ensure the best action for enforcement.
27	Sequester monies within the General Fund to track the fees and fines collected by this Department.	1 - Considered in Past but not Adopted	No	N/A - department did not submit budget request	Fees collected by the Department are deposited into the Cannabis Regulation Special Revenue Fund (Schedule 33). No further actions are required to track these fees and fines consistent with the intent of the proposal.
28	Allocate a portion of the excess cannabis revenues to Neighborhood Councils where cannabis business are located to be used for neighborhood-specific problems.	5 - New Proposal	No	N/A - department did not submit budget request	Neighborhood Council funding and funding sources are determined through the annual budget process.
29	Create 311 App interface for quickly registering a complaint that will route through existing Department website.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Department is working with the Information Technology Agency (ITA) to integrate the DCR complaint portal into the MyLA311 app.
30	Fund transparent training programming for authorized license owners and employees, with certificate of completion tracking.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Department requested funding to provide training and business assistance for Social Equity Program applicants. The Proposed Budget continues funding and authority for positions to support the Program. In addition, the Proposed Budget provides a \$3 million special fund appropriation in the Cannabis Regulation Special Revenue Fund for the Social Equity Program.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
<b>CITY ATTORNEY</b>					
31	Step up the efforts to address risk management and liability claims.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The City Attorney and staff coordinated with the Mayor's Office to develop Executive Directive No. 18, A Safe and Healthy Workforce and Risk Management, which established the Mayor's Risk Reduction Cabinet as a tool to improve risk management and employee wellness. Pursuant to Executive Directive No. 18, the City is establishing a revamped data-driven approach for worker safety and risk management to reduce workers' injuries, liability claims, and resulting costs. This also includes the new Risk Management Information System (RMIS) to track the litigation liabilities for each City agency and expenditures related to workers' injuries, advance workers' overall wellness, invest in the Personnel Department's Citywide Occupational Safety and Health Division, and establish the Mayor's Risk Reduction Cabinet. The RMIS is 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.
32	Increase educational efforts with City Departments to address potential liability issues.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	Executive Directive No. 18, A Safe and Healthy Workforce and Risk Management, established the Mayor's Risk Reduction Cabinet as a tool to improve risk management and to hold the Departmental Heads accountable in reducing liability costs by overseeing effective risk-management efforts. The Proposed Budget includes additional resources to the Personnel's Department's budget for positions and expense funding to reduce employment liability and provide specialized training in investigative techniques and discrimination prevention.
33	Recommend to the Mayor and City Council that Departments and their General Managers be penalized for liability payouts arising from their operations.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	Executive Directive No. 18, A Safe and Healthy Workforce and Risk Management, the Mayor's Risk Reduction Cabinet established a tool to improve risk management and to hold the Departmental Heads accountable in reducing liability costs by overseeing effective risk-management efforts.
34	Continue efforts to determine ways to make the City less of an easy target for litigants.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	Executive Directive No. 18, A Safe and Healthy Workforce and Risk Management, the Mayor's Risk Reduction Cabinet established a tool to improve risk management and to hold the Departmental Heads accountable in reducing liability costs by overseeing effective risk-management efforts.
35	Expand homelessness programs including Homelessness Engagement and Response Team (HEART) program to trade homeless citations for community service or enrollment in substance abuse, and train Neighborhood Councils on homeless issues.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The City Attorney's Office accepted a grant from the County of Los Angeles to continue existing Homeless Engagement and Response Team (HEART) services and expand the team by three positions. HEART services help individuals experiencing homelessness or at risk of experiencing homelessness to resolve eligible infraction citations and associated fines, fees, and warrants. The grant performance period ends on June 30, 2019. The City Attorney reports that the County has indicated its intent to renew funding for the program.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
36	Work with the City's Information Technology Agency to try to reconcile the City Attorney's technology upgrade with other Departments so that the technology can be shared and made consistent between Departments.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	ITA supported the City Attorney's technology upgrade request to replace 1,000 computers by January 2020 and to transition to the Windows 10 operating system. ITA is also working with the City Attorney to upgrade and replace its Criminal Case Management System (CCMS), which was developed by ITA for the City Attorney in the late 1980s. The CCMS is not compatible with the new Los Angeles Superior Court case management system, Odyssey, which will be implemented in April 2019.
<b>CITY CLERK</b>					
37	Continue developing a 5-year strategic plan.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The current Strategic Plan expires in 2022-23 and each year the City Clerk evaluates its long term priorities, taking into account what the Department has already accomplished and where technology is leaning, ensuring services remain state-of-the-art. The City Clerk has adopted the service delivery framework TASC - Transparency, Accountability, Simplicity, and Consistency as part of its 5-Year Strategic Plan to help the Department reach its goals and long-term priorities established during the General Manager Review process.
38	Support the administration of system innovations of the Contact Portal and provide records for Freedom of Information Act requests.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The City Clerk has designed, developed, and implemented the Kiosks Speaker Card system for Council Committees. The Department has also implemented the Public Records Request portal.
39	Support the scanning of all records dating back to 1980.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Records Management Division is in the process of scanning all records and council files dating back through 1999. The Division has dedicated funding to scan council files every year.
40	Continue support of system innovations in-house.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	In the last five years, the City Clerk has continued to transform paper-driven workflows into a digital format. Council Files are no longer stored in paper format. Paper forms and wet signatures have been replaced with electronic forms and E-signatures. Additionally, the City Records Center continues to convert physical paper files into a digital storage management system.
<b>CITY PLANNING</b>					
41	Utilize the Department's appropriations to fund two dedicated personnel staff in the Personnel Department to expedite filling open Planning positions.	5 - New Proposal	No	N/A - department did not submit budget request	The Department is working with the Personnel Department to fill positions.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
42	Re-assess with the City Administrative Officer whether the recently implemented 15-step salary structure is the most appropriate to motivate employee retention.	2 - Currently Underway (department is working to implement proposal)	No	NOT included in 2019-20 Proposed Budget	The salary step structure is subject to negotiations between City management and employee bargaining units.
43	Assure sufficient time is allotted and staffing is adequate so that stakeholders and Neighborhood Councils have ample opportunity to review and provide comment on detailed individualized community characteristics of Community Plans.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget continues funding for the Expanded Community Planning Team. The team conducts outreach events to Neighborhood Councils to allow for public comment on Community Plans over the 36 month process.
44	Utilize Short Term Rental Trust Funds for sufficient positions to implement and rigorously enforce short-term rental regulations in coordination with relevant City Departments.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes six positions to enforce the Home-Sharing ordinance. The Proposed Budget also includes funding in the Unappropriated Balance for Planning to enforce short-term rental activity in accordance with the City's Home-Sharing ordinance. The Short-Term Rental Trust Fund has not been established and the item is pending Council review (C.F. 14-1635-S7).
45	Ensure new programs such as the Restaurant Beverage Program or changes to existing programs charge sufficient fees to cover their administration costs including factoring the cost of non-applicant appeals into application fees charged original applicants.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	As part of the City's Financial Policies, fees are intended to recover the full cost of operations. All user charges and fees for the City shall be monitored annually to determine that rates are adequate and each source is maximized.
46	Ensure all new programs such as the Restaurant Beverage Program or changes to existing programs enhance, rather than reduce, opportunities for site-specific comment from stakeholders and Neighborhood Councils, and that current notifications and appeals processes continue in place and require a public hearing.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Department is reviewing opportunities for additional public input, such as new alcohol appeals.
47	Create incentives and new zoning if necessary, for cost effective, innovative housing such as repurposed shipping containers, small homes, and communal living buildings.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Department is creating new zones for housing topologies available for implementation through the Community Plan Update.
48	Consider repurposing underutilized City buildings for housing/shelter uses.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	As part of Strategy 7D of the City's Comprehensive Homeless Strategy, Planning has supported the City's effort in using underutilized City buildings for housing/shelter sites through researching, analyzing, and evaluating zoning designations for City properties.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
49	Create policy establishing a centralized City registry funded by development fees to assure affordable units under covenants are rented according to established City guidelines.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Housing and Community Investment Department is working on an accessible housing registry to assist prospective low income persons with mobility, hearing or vision disabilities to apply for and be placed on waiting lists for accessible affordable units. This registry might replace the current registry with a more modern version that encourages compliance with fair housing laws HCIDLA restrictions.
50	Ensure an effective ongoing process of verification that affordable units under covenants are rented to qualified low income renters.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	HCID is responsible for the administration and enforcement of covenanted affordable units. This takes place through annual occupancy monitoring. Occupancy Monitoring resolution staff positions and contractual services are included in the Proposed Budget.
51	Create policy in conjunction with the Housing + Community Investment Department (HCID) to address enforcement of previously unenforced and future affordable housing covenants.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	HCID is responsible for the administration and enforcement of covenanted affordable units. This takes place through annual occupancy monitoring. Occupancy Monitoring resolution staff positions and contractual services are included in the 2019-20 budget.
<b>CONVENTION AND TOURISM DEVELOPMENT</b>					
52	Develop plans for more hotel rooms, as the limited hotel space is very limiting.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The 2018-19 Adopted Budget included funding for consulting services to research, analyze, and develop a long term Tourism Master Plan for the City of Los Angeles. The Proposed Budget includes additional funding to fulfill the intent of the original project scope. The Plan will include a situational analysis of current tourism conditions and recommended City policies to optimize the growth of the lodging industry in Los Angeles. The Plan will also include recommendations for goals, milestones, and evaluation metrics for the proposed goals and milestones.
53	Develop a more specific method of analyzing the benefits to the City of tourism.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The 2018-19 Adopted Budget included funding for consulting services to research, analyze, and develop a long term Tourism Master Plan for the City of Los Angeles. The Proposed Budget includes additional funding to fulfill the intent of the original project scope. Phase one of this Plan will include a situational analysis of current tourism conditions.  The development of a more specific method of analyzing tourism's benefits on the City is not within the scope of the contract with the consultant. The consultant will, however, interview stakeholders to discuss tourism's impact on the City's economy, employment, tourism quality, environment and quality of life. The results will be summarized in a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis to guide the long-term planning of the City as an important tourism destination.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
54	Continue to move in the direction of a more campus-like environment.	5 - New Proposal	No	N/A - department did not submit budget request	The City is currently exploring a public private partnership with the Anschutz Entertainment Group that would include the expansion and modernization the Los Angeles Convention Center. Both parties are currently engaged in a exclusive negotiating period that ends in January 2020 with the intent of developing and agreeing on definitive project agreements and a finalized project design.
<b>DISABILITY</b>					
55	Update and expand the Citywide 2000 ADA Self Evaluation and Transition Plan, which is the most important and urgent priority for the Department on Disability (DOD).	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Department plans to execute a contract for a pool of state Certified Access Specialists (CASp) to implement Americans with Disabilities Act (ADA) Self-Evaluation and Transition Plan preparation. The contract is to be funded by the CASp Certification and Training Fund; the draft ordinance to establish this special fund is under review at the City Attorney's Office.
56	For the Transition Plan, hire a full-time in-house or contracted State-certified Access Specialist (CASp) and external CASp experts.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Department plans to execute a contract for a pool of state Certified Access Specialists (CASp) to implement ADA Self-Evaluation and Transition Plan preparation. The contract is to be funded by the CASp Certification and Training Fund; the draft ordinance to establish this special fund is under review at the City Attorney's Office.
57	Fund an efficient case and project management software solution, principally for the Transition Plan and the CASps.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget adds funding for accessibility evaluation software to assist with ADA compliance and continues funding to implement a case management system which the Department has been working with ITA to develop.
58	Continue funding and updating the mandated Title II training for all City Departments.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	Funding for these efforts is included in the Department's baseline budget for 2019-20. In addition, the Proposed Budget includes funding and regular authority for a Management Analyst to provide technical policy expertise and day-to-day guidance, technical assistance, and administrative support for the Department's ADA compliance efforts.
59	Continue and increase funding for both HIV/AIDS Policy and Planning and HIV/AIDS Prevention Contracts.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	Funding for HIV/AIDS policy and planning, and HIV/AIDS prevention service provider contracts is included in the Proposed Budget.
60	Continue funding the Title III program which helps small businesses become accessible using low cost ADA consulting and tax incentives, and expand the program to include mediation and initiatives for the gig economy.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	Funding for the Title III program is included in the Department's 2019-20 baseline budget.
61	Relaunch the accessible parking zone program.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes funding and resolution authority for two Management Analysts to support the Accessible Parking Zone Program. These positions will process applications, collect intake data, perform field evaluations, and categorize requests.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
62	Hire a full-time staff member to assist as the point person in unified disabled homelessness response as a part of the Community Outreach, Referrals and Education (CORE) Division of DOD, along with the Mayor's Office and Unified Homelessness Response Center (UHRC).	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes funding and resolution authority for a Community Program Assistant I to act as a liaison between the Department, and both the Mayor's Unified Homeless Response Center and the City's Homeless Strategy stakeholders.
63	Fund public service outreach to people with disabilities about the 2020 Census.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	NOT included in 2019-20 Proposed Budget	The Department submitted a budgetary request to fund the Outreach Plan in the Mayor's Executive Directive No. 21, but the request was not included in the Proposed Budget.
64	Partner with the Recreation and Parks Department to expand accessible recreation and sports as well as adaptive programming in advance of the 2028 Olympics and Paralympics.	5 - New Proposal	No	N/A - department did not submit budget request	The Proposed Budget includes funding and regular authority for one Recreation Coordinator in the Recreation and Parks Department to develop a Citywide adaptive sports program.
65	Hire an administrative clerk to handle customer service.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes funding and resolution authority for one Administrative Clerk to provide front desk reception and telephone coverage, customer service, and general clerical assistance.
66	Expand Video Remote Interpreting (VRI) to as many public counters as possible.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	Funding for Sign Language Interpreting, Video Remote Interpreting, and Communication Access Real-Time Translation service provider contracts is included in the Department's 2019-20 baseline budget.
<b>EMERGENCY MANAGEMENT</b>					
67	Improve this Department's functionality by substantially increasing its operational budget, since this crucial Department is currently undersized and underfunded.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes additional funding to upgrade and maintain the Emergency Operations Center (EOC) and continue Department operations.
68	Continue to replace and update agency servers, software, and fulfilling equipment.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes continued funding to maintain the Department's audiovisual systems and update existing computer hardware and software in preparation of the City's transition to Microsoft Windows 10.
69	Provide funding for electrical work and updating security systems.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes funding to install a badge-secured door at the Department's City Hall location to improve security.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
70	Fund long term community preparedness efforts so that all stakeholders can be well informed and prepared in case of an emergency.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes the continued funding and resolution authority for three Emergency Management Coordinator I positions to assist in the development of community preparedness plans. Funding is available for the Department to focus on outreach, including Ready Your LA Neighborhood (RYLAN) materials and improved Disaster Service Worker videos.
71	Fund outreach efforts on promoting Notify LA, printing of informational material in multiple languages to be disseminated throughout the City and Neighborhood Councils, and a specific individual to focus on marketing efforts.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes funding for printing and binding services to support public outreach materials for community events. The Proposed Budget also includes funding and regular authority for one Public Relations Specialist II to manage the Department's media presence.
72	Provide specific staff to assist in developing emergency resiliency plans for all 90+ Neighborhood Councils reflecting their individual needs.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes the continued funding and resolution authority for three Emergency Management Coordinator Is in the Community Preparedness Unit to aid the development of community/neighborhood plans.
73	Provide sufficient fully-functioning and properly equipped vehicles for the Department's sole use so they are able to respond quickly in the event of an emergency.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	NOT included in 2019-20 Proposed Budget	The Department submitted a request for a Rapid Response Vehicle, but it was not included in the Proposed Budget. It is recommended the Department continue to work with the General Services Department to utilize existing motor pool vehicles.
<b>ETHICS COMMISSION</b>					
74	Fully fund 3 education positions including all ancillary costs.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	NOT included in 2019-20 Proposed Budget	The Ethics Commission submitted a request for three new Management Analyst positions to support its Education Program, but it was not included in the Proposed Budget.
75	Fully fund 2 project assistants to handle entry level audit and investigative duties as well as helping with clerical responsibilities.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	NOT included in 2019-20 Proposed Budget	The Ethics Commission submitted a request for two new Project Assistant positions to support the Administration Program, but it was not included in the Proposed Budget.
76	Fully fund 1 additional auditor including all ancillary costs.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Ethics Commission submitted a request for one Auditor I position to support its Audit Program. This request is included in the Proposed Budget.
77	Add funding to promote key personnel in order to retain their services and institutional knowledge.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Ethics Commission submitted requests to reallocate two Management Analysts to one Special Investigator I and one Senior Auditor. These requests were considered as add/deletes rather than reallocations because the positions were filled. These requests are included in the Proposed Budget.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
78	Increase the Department's overhead budget to \$60,000.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	NOT included in 2019-20 Proposed Budget	The Ethics Commission submitted a request to increase its Office and Administrative Expense Account budget from \$39,806 to \$60,000, but it was not included in the Proposed Budget.
79	Through ordinance or Charter Amendment, make the changes necessary to allocate sufficient funds from the Matching Funds Trust Fund to cover administrative costs so that ongoing audits, claims, and other staff obligations can be maintained during election periods.	5 - New Proposal	No	N/A - department did not submit budget request	To enact this proposal and modify the eligible uses of the Public Matching Campaign Funds Trust Fund, the City Council and Mayor will need to adopt an ordinance.
80	Require every Council District to set up and maintain a page on their websites clearly showing detail of all monies received and expended in connection with the Councilmembers' discretionary funds, to increase transparency and aid the City Attorney and Commission in addressing inappropriate uses, if any.	5 - New Proposal	No	N/A - department did not submit budget request	To enact this proposal, the City Council and Mayor will need to instruct departments to provide this information.
81	Charge back costs of investigation, litigations and settlements to the Departments and Council Districts involved, as an incentive to improve their internal oversight.	5 - New Proposal	No	N/A - department did not submit budget request	To enact this proposal, the City Council and Mayor will need to instruct departments to track and report this information.
82	Set appropriate penalties to ensure all Departments report malfeasance to the Ethics Commission and City Attorney upon discovery, rather than waiting on internal investigation.	5 - New Proposal	No	N/A - department did not submit budget request	To enact this proposal, the City Council and Mayor will need to instruct departments to report this information.
<b>ECONOMIC AND WORKFORCE DEVELOPMENT</b>					
83	Allocate funding for a citywide public service campaign to inform citizens about Workforce Centers and how they specialize in different job offerings by industry and/or trade.	5 - New Proposal	No	N/A - department did not submit budget request	Limited funding is included in the Workforce Innovation and Opportunity Act (WIOA) Annual Plan for Marketing and Outreach and cannot support this initiative. If additional funding for this purpose can be identified, the Department can develop a marketing campaign.
84	Create an analysis of Workforce Centers on the website as a quick information guide to job seekers.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	Information on WorkSource Centers (WSC) is available on both the CalJobs and EWDD websites.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
85	Allocate funds for 2 non-exempt positions for Neighborhood Council liaisons.	5 - New Proposal	No	N/A - department did not submit budget request	Additional information would be needed to address the purpose of these liaisons and their relation to the work of EWDD.
86	Revamp "Employment at EWDD" site to include real time positions.	5 - New Proposal	No	N/A - department did not submit budget request	This can be accomplished in coordination with the Personnel Department utilizing existing resources.
87	Maintain existing Department key performance measures for 2018-19 Fiscal Year.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Department is currently developing a proposal for a new data team that will develop tools for real-time reporting of performance measures.
88	Seek a grant with focus on employing U.S. black, African black, and citizens of Latin heritage who are currently underrepresented in the private sector.	5 - New Proposal	No	N/A - department did not submit budget request	The Department indicates that African-Americans and Latinos currently account for 75% of the more than 20,000 individuals that are served by the City's workforce system.
89	Create an annual or biennial Workforce Center review with some key performance measurements to ensure "contractors" are identifying emerging businesses and/or industries in order to develop and offer new training for those emerging business markets.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Department currently completes an annual performance evaluation of the WorkSource and YouthSource Systems.
90	For transparency, create a dashboard on the website (even if it is a drill down to the existing Controller Dashboard) detailing analytics tracking key performance measures with actual job placements.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Department is currently developing a proposal for a new data team that will increase transparency and improve its website.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
<b>FINANCE</b>					
91	Prioritize how to use Special Funds (should they be consolidated as a reserve and/or repurposed to other critical needs).	4 - Pending in Council	No	N/A - department did not submit budget request	<p>The Controller released a financial report with recommendations to better manage special funds. The recommendations include mandating annual revenue and expenditure plans for each special fund. The report is pending consideration by the Budget and Finance Committee (C.F. 17-0786).</p> <p>The CAO released a report in reference to a Controller report on the review of idle special purpose funds (C.F. 18-0270). The CAO report recommends that departments that administer the funds identified in the report to continue to spend down fund balances and that the Controller transfer remaining balances in specific special funds back to the General Fund, Reserve Fund, or Unappropriated Balance. The Budget and Finance Committee approved the recommendations. The report is pending in Council.</p>
92	Increase efforts to ensure auditing and collection of the appropriate amount of cannabis fees and taxes, and determine how to control and handle collections from the cash-rich cannabis industry.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	<p>The City requires all cannabis business license applicants to undergo an audit during the initial application process and bi-annual audits on a go-forward basis. This requirement helps to ensure that cannabis businesses are paying the appropriate business tax amount.</p> <p>Further, the Proposed Budget continues and adds resources to support the auditing of cannabis businesses and collection of cannabis fees and taxes. This includes continued funding for four positions to audit cannabis businesses and six positions to process licenses and business tax payments for cannabis businesses. The Proposed Budget also adds funding for a cash acceptance unit to address the anticipated increase in the volume and frequency of cannabis businesses' payment of business taxes, which will be due on a monthly basis beginning July 1, 2019.</p>
<b>FIRE</b>					
93	Fund and promptly complete a Standards of Cover (SOC) Report to establish Department benchmarks and ensure that resources are allocated efficiently and effectively.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget provides funding in the Unappropriated Balance for the SOC study.
94	Establish performance metrics which link incident activity with costs by fire station to help evaluate overall utilization of Department resources.	1 - Considered in Past but not Adopted	No	N/A - department did not submit budget request	Many fire stations are less active than others, but are geographically necessary to have complete coverage citywide, including some stations in less populated areas.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
95	Evaluate EMS (Emergency Medical Services) non-transport reimbursement options including Advanced Provider Response Unit (APRU) reimbursement options.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Department is currently evaluating its Emergency Medical Services.
96	Assess 3rd party EMS reimbursement administrator performance.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Department's EMS billing contractor agreement has a performance penalty clause, optimizing collection performance for the City.
97	Use the Federal Staffing for Adequate Fire and Emergency Response (SAFER) grant and matching funds to restore staffing in Wilmington's Fire Station 38.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	This has been approved and authorized in the current 2018-19 fiscal year (C.F. 17-1434-S3). Furthermore, resources and funding are continued in the 2019-20 Proposed Budget (Bluebook No. 18).
98	Fund the Department's request for two additional Fast Response Vehicles (FRVs) to improve response times and service.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes funding for FRVs.
99	Conduct an analysis of the use of overtime pay (\$197 million, 29% of total Department budget) to confirm that using this approach to cover staffing shortages is the most efficient and effective method for the City.	1 - Considered in Past but not Adopted	No	N/A - department did not submit budget request	The Department reports that sworn overtime was determined to be less expensive than adding additional firefighters with salaries, benefits and pension costs. Additionally, the City is committed to filling every field firefighter vacancy to ensure public safety.
100	Eliminate the Deferred Retirement Option Plan (DROP) for firefighters.	5 - New Proposal	No	N/A - department did not submit budget request	Eliminating the Deferred Retirement Option Plan (DROP) for firefighters is a change to a defined benefit. The DROP is a retirement benefit for specific tiers of LAFPP. Eliminating DROP for firefighters would constitute a change in the program. The City does not have the authority to unilaterally change the program, but can suspend it after appropriate efforts have been made by the affected parties to revise the program to address deficiencies. For more specific information related to program amendments, please see LAAC Section 4.2100.
<b>GENERAL SERVICES</b>					
101	Continue to restore staffing, services, and funding to better support the 40 City Departments and Bureaus to ensure they are operating to their full capacity.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget continues funding to restore and provide additional staff and resources to GSD to support City departments and bureaus. This includes, but is not limited to, funding and position authorities for Pavement Preservation Program Support (\$855, 962), Complete Streets and Vision Zero Program Support (\$350,897), Fire Department Aircraft Support (\$299,677), and the Failed Street Reconstruction Program (\$254,400).

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
102	Develop a retention plan to keep staff as employees in high demand positions in the Department.	5 - New Proposal	No	N/A - department did not submit budget request	Mayor Garcetti's Executive Directive 15 instructs City Departments to annually update its Equitable Workforce and Service Restoration Plan, which includes an analysis of the percentage and classification of all GSD staff that will be eligible for retirement and to develop a succession plan to ensure the continuity of services to the public.
103	Increase staff for preventive maintenance of equipment to avoid the expense for equipment replacement.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget provides funding and positions for preventive maintenance of fleet equipment and equipment located within City-owned buildings, such as HVAC systems and generators, thereby extending the anticipated useful life of the equipment.
104	Accelerate replacement of the 50% of equipment beyond life cycle Citywide.	5 - New Proposal	No	N/A - department did not submit budget request	The Department requested the same level of funding (\$2.5 million) for building equipment lifecycle replacement, which was approved and continued in the Capital Improvement Expenditure Program (CIEP) budget.
105	Assure sufficient funds to bring the Building Management System on line by April 2019 as the next step in integration of data systems across City Departments.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Department's Asset Management and Preventive Maintenance modules went live on July 2018. The combined functionalities of both modules enable the Department to store the manual, warranty information, pictures, and other relevant notes made by staff regarding the City's assets in a centralized system. Additionally, it can track and schedule preventive maintenance for all assets that the Building Management Division is responsible for maintaining. The Proposed Budget continues funding for the system to input all the relevant information and assets into the system.
<b>HOUSING AND COMMUNITY INVESTMENT</b>					
106	Complete a gap analysis that will compare the number of households within an income range to the number of affordable homes available, including City-owned excess properties that can be converted into affordable and/or low income housing.	5 - New Proposal	No	N/A - department did not submit budget request	The Department is not planning on completing a gap analysis at this time. The California Housing Partnership published their 2019 Statewide Housing Need Report in March 2019, which included a gap analysis comparing the number of households within an income range to the number of affordable homes available. The Department works with the City Administrative Officer (CAO) to determine which City-owned excess properties can be converted into affordable and/or low income housing.
107	Complete a cost burden analysis that focuses on severely cost-burdened households and is reflective of the percentage of income paid for housing by income range.	5 - New Proposal	No	N/A - department did not submit budget request	The Department is not planning on completing a cost burden analysis at this time. The California Housing Partnership report includes an analysis that is reflective of the percentage of income paid for housing by income range.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
108	Increase the number of staff utilized for oversight of LASHA to ensure compliance of policy and procedure as it relates to Measure H and Proposition HHH.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The number of staff utilized for oversight of the Los Angeles Homeless Services Authority (LAHSA) has increased. The staff, however, oversee the City's General Fund dollars and the State Homeless Emergency Aid Program (HEAP) dollars. LAHSA does not administer Proposition HHH and HCID has no oversight over LAHSA's Measure H expenditures (which are overseen by the County).
109	Adopt or update a housing plan with local dollars and HHH funding dedicated to affordable housing financing and strategies to increase the future local funding commitment.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Department's 2018-21 Strategic Plan includes maximizing the impact of City resources for the creation of affordable housing and also seeks to establish new and more self-sufficient housing development financing options.
<b>INFORMATION TECHNOLOGY AGENCY</b>					
110	Work with Departments receiving service requests from 311 on reporting status and completion.	5 - New Proposal	No	N/A - department did not submit budget request	The Department did not submit a budgetary request for assistance in reporting the overall status and completion of projects. However, funds are continued in 2019-20 to reduce Call Center wait times and respond to more calls currently directed to City animal shelters. ITA anticipates that with the full-year funding provided in 2019-20, the Department will further decrease 311 wait times and begin handling text and chat channels in the Call Center. It is also anticipated that improvements in response times will free operators to work on other projects such as status reports.
111	Increase staffing for social media presence and monitoring to inform and respond to concerns and complaints.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget provides funding for a social media manager. The position is envisioned to manage and lead the City's strategic and tactical actions on Social Media platforms to improve citizen engagement and awareness.
112	Encourage civic engagement through gathering ideas to improve City services, and provide volunteer opportunities and emergency preparedness in conjunction with Department of Neighborhood Empowerment (DONE), Los Angeles Fire Department (LAFD), Los Angeles Police Department (LAPD), Department of Transportation (DOT), and Emergency Management Department (EMD).	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	ITA is developing its plans for a Social Media Unit in order to deliver a cohesive official City presence on social media by consolidating platforms that are being used by City Departments. This is anticipated to provide up-to-date social media access to information for all elected city officials and departments for transparency and public knowledge and awareness. After this platform is in place, the focus can shift to provide volunteer opportunities and emergency preparedness messaging that captures input across departments.

## ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
113	Increase engagement with Neighborhood Councils to create "flash mobs" to walk a neighborhood to alert Departments of service needs (i.e. submit service requests).	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	ITA is developing its plans for a Social Media Unit in order to deliver a cohesive official City presence on social media by consolidating platforms that are being used by City Departments. This is anticipated to provide up-to-date social media access to information for all elected city officials and departments for transparency and public knowledge and awareness. After this platform is in place, the focus can shift to increase engagement with Neighborhood Councils and investigate service needs.
114	Prioritize maintenance and upgrading of the City's communication infrastructure especially, but not exclusively, for the Fire and Police Departments, to guarantee public safety in the event of a disaster.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	Funding is added in the Communication Services Account for urgent public safety equipment replacement at various mountaintop sites. These sites house public safety equipment used by 9-1-1 dispatch operations including mobile radios for the Police and Fire departments.
115	Prioritize working with, monitoring, upgrading and linking internet systems across all City departments.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The One Digital City Project included in the Proposed Budget is anticipated to allow the City to modernize and re-platform its identity management system to provide a more secure and convenient log in to the network and various applications.
116	Ensure that cyber security protections are implemented, monitored and upgraded in technology throughout the City.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	Funding and position authority is continued in the Proposed Budget for two Systems Programmer Is to perform cybersecurity tasks such as threat assessments and formulation of data security policies to protect the City and the public from cyberattacks.
117	Help the City and relevant departments determine what is needed to consolidate and upgrade the City's payroll systems to ensure efficiency and security.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	Funding in the amount of \$6,000,000 is included for Year One of implementation of a Citywide, centralized human resources and payroll solution that will replace the City's 20-year old PaySR payroll application and support the City's labor and payroll requirements that include job classifications, employment contracts, wage schedules, benefits, pensions, job position types and statuses, civil service rules, administrative codes, and labor laws. It is anticipated that \$3 million provided in 2018-19 will roll over onto the next fiscal year for a total of \$9 million that can be used for this purpose. The Proposed Budget adds new positions in the Personnel Department and Controller's Office to support this effort. Additionally, funding and position authority is continued for four positions consisting of one Systems Analyst, one Programmer Analyst III, and two Programmer Analyst IVs to transition the City's payroll system (PaySR) and reduce reliance on custom programming.
<b>LACERS AND LAFPP</b>					
118	Maintain the existing management teams for these well-run operations.	5 - New Proposal	No	NOT included in 2019-20 Proposed Budget	Personnel matters are subject to the discretion of the General Managers, who report to the Boards of the pension systems. The Boards have the authority to establish the number and type of positions that will be used each fiscal year.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
119	Improve outreach to all Angelenos, including through Neighborhood Councils.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	LAFPP will reach out to the Department of Neighborhood Empowerment (DONE) to engage with the Neighborhood Council Budget Committee. Additionally, LAFPP is launching a new website in April 2019 and will be expanding its library of information and data available for the public. LACERS is also reaching out to DONE to identify opportunities for sharing pertinent information with Neighborhood Councils. LACERS seeks to invite some of the Neighborhood Council Budget Advocates at the next LACERS Pension Symposium.
120	Improve transparency by hosting annual symposiums.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	LAFPP has held annual educational meetings for the past 10 years with notice provided to the public (pursuant to the Brown Act) to attend these educational sessions. Additionally, notice is also provided to the public for all regular Board meetings. In 2018, LAFPP's Board decided to suspend the annual educational meetings. However, the General Manager will discuss resuming these educational meetings in the future. The next LACERS Pension Symposium is in Fall 2019.
121	Prepare historical 10-year statistical spread sheet which may be accessed online in a downloadable format.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	LAFPP has several data sets that are available to the public and additional information will be available on its new website. LAFPP can also review and prepare historical spreadsheets on a case by case basis. LACERS is in the process of finalizing its historical data, which will be made available online on the City's open data platform. Once established, LACERS will continue to build upon this dataset.
122	Research purchasing an in-house actuarial system.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	LAFPP will research and analyze the cost and benefits of in-house actuarial services and LACERS will review whether any actuarial software packages may be suitable for internal use.
123	Project future contributions using lower investment rate assumptions.	5 - New Proposal	No	N/A - department did not submit budget request	A new actuarial standard requires the pension systems' actuary to identify and analyze risks concerning the Plan. This new standard will be implemented for the June 2019 valuation. LAFPP follows best practices by completing tri-annual experience studies and anticipates making a future recommendation to lower its assumed rate of return by 0.25%. In September 2017, the LACERS Board reduced the assumed rate of return from 7.50% to 7.25%. The next triennial experience study for LACERS, wherein investment rate assumptions will be reexamined, will be completed in 2020. Additionally, the CAO prepares a Four Year Budget Outlook that includes projections of future pension contributions pursuant to illustrations prepared by the pension systems' actuary.

## ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
124	Develop and implement stress testing to assess pension risks.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	Stress testing is part of the tri-annual experience studies. As of June 30, 2019 this risk assessment method will be addressed in the valuations.
125	Analyze investment management fees, including private equity management fees.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	LAFPP analyzes its investment fees annually when its general consultant provides benchmarking information for review. LAFPP will also participate in an investment benchmarking study in 2019-20. Private equity is an asset class that is both illiquid and expensive. Management and carried interest fees are very high in comparison to other asset classes outside of hedge funds. It is also, however, an asset class that has generated excess returns relative to other asset classes that is necessary to fund LAFPP. LAFPP's private equity program has generated a 10% return net of fees since inception. LAFPP will continue to advocate for lower fees and transparency in the market. LACERS is continuously evaluating its fees and has participated in several third-party studies. LACERS will conduct a new third-party benchmarking study of investment management fees costs, performance, and value-added in Summer 2019.
126	Allow for hiring flexibility, especially for IT, accounting, and benefit specialists.	5 - New Proposal	No	N/A - department did not submit budget request	The Boards of the pension systems have the authority to establish the number and type of positions that will be used each fiscal year. Per Civil Service Rules, hiring for these classifications are conducted by requesting eligible lists from the Personnel Department. The CAO is currently reviewing salary recommendations for the new Benefit Analysts and Senior Benefit Analysts.
127	Benchmark investments, administration and operations for service improvements.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	Los Angeles Fire and Police Pensions (LAFPP) has currently engaged Cost Effectiveness Measurement (CEM) Benchmarking, Inc. to benchmark its administration and operations and anticipates the results will be available in May 2019. In 2019-20, LAFPP will be benchmarking its investment operations and fees. LACERS will conduct a third-party benchmarking study of its investment and pension administration costs in Summer 2019.
128	LACERS, LAFPP, and LADWP's WPERP staff to meet on a regular basis to discuss and share best practices.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	Historically, the pension systems have collaborated with each other. For example, each agency participates in each other's Symposiums, which are information and education sharing venues on pertinent retirement topics.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
<b>RECOMMENDATIONS TO THE CITY REGARDING THE PENSION SYSTEMS</b>					
129	Recognize that the \$15 billion unfunded pension liability is the most significant financial issue facing the City of Los Angeles, and take immediate action to address the \$15 billion liability.	5 - New Proposal	No	N/A - department did not submit budget request	As required by the City Charter, actuarial valuations for the Pension Systems are prepared on an annual basis and the actuary recommends contribution rates for the subsequent fiscal year. Once approved by the respective boards of administration of the Pension Systems, the recommendations become the City's contribution rates. The Pension Systems' annual valuations determine the amount needed to fund the normal retirement costs accrued for current employment and to amortize any unfunded actuarial accrued liability. The City's payment of the Annual Required Contribution is consistent with actuarial standards of practice and the City Charter.
130	Proactively address the lower returns on invested assets.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	Over the past five years, LAFPP has lowered its assumed rate of return from 7.75% to 7.25%. The next experience study in 2020 will include a review of the assumed rate of return. Both pensions systems use a data-driven methodology to adjust the assumed rate of return.
131	Appoint trustees who have relevant experience and who understand that their exclusive duty is to the plan, its participants, and beneficiaries.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	In accordance with the City's Charter, trustees are either appointed by the Mayor or elected by Plan members. All trustees are provided with orientation and education that highlights their legal standards as fiduciaries of the Plan in order to complete their duties as trustees.
132	Follow up on LA 2020 Commission's recommendation to establish an Independent Committee to review and analyze pension obligations and to make recommendations to fully fund pensions.	4 - Pending in Council	No	N/A - department did not submit budget request	This recommendation was transmitted to the Council via Council File 14-1184. No action has been taken on this recommendation.
133	Release February 2016 report by the City Administrative Officer to the EERC (Executive Employees Relations Committee) on the LAFPP's Deferred Retirement Option Plan.	5 - New Proposal	No	N/A - department did not submit budget request	Reports addressed to the EERC are confidential as they discuss matters protected under the confidentiality of ongoing labor negotiations.

## ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
134	Lower the investment rate assumption to 6.25% over the next four years.	5 - New Proposal	No	N/A - department did not submit budget request	<p>On June 1, 2017 the LAFPP Board approved a reduction of its assumed rate of return from 7.50% to 7.25% as part of LAFPP's most recent triennial actuarial experience study. Over the past five years, LAFPP has reduced its assumed rate of return by one-half percent from 7.75% to 7.25%. According to LAFPP staff, these actions, along with the non-economic assumption changes, have helped ensure the long-term viability of the Plan to properly fund the benefits for its members.</p> <p>It should be noted that LAFPP's actuary and staff have not recommended lowering the Plan's assumed rate of return to 6.25% nor would LAFPP recommend a reduction to 6.25% at this time. The Plan's next triennial experience study will be completed in 2020, which would include a new review of all actuarial assumptions, including the discount rate.</p>
135	Reduce amortization period to 15 years, consistent with actuarial standards.	5 - New Proposal	No	N/A - department did not submit budget request	Based upon recommendation by its actuary, both Pension Systems have adopted amortization policies consistent with all actuarial standards that properly fund the Plans.
136	Review the Cost of Living Adjustments v. inflation.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	Calculation of the cost of living adjustment for LAFPP is set forth in the Charter and is based on the CPI for the Los Angeles area.
137	Rely on up to date mortality assumptions (generational mortality).	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	LAFPP updated its mortality assumptions as part of the last experience study. However, new mortality tables have been released for public safety retirees. LAFPP anticipates recommending these new mortality tables for adoption upon completion of the next experience study in 2020.
138	Develop a plan to buy down on the unfunded liability (see Palo Alto plan).	5 - New Proposal	No	N/A - department did not submit budget request	LAFPP's current funded ratio is 86.9%. LACERS current funded ratio is 71.6%. There is no plan to pay down the unfunded liability at this time. The 2019-20 Proposed Budget includes the City's payment to the systems based on the Annual Required Contribution. Any plan to pay down the unfunded liability will require additional City contributions, which will reduce available funds for other budget priorities.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
139	Increase employee contributions to reduce the unfunded liability.	5 - New Proposal	No	N/A - department did not submit budget request	The City adopted a number of changes to employee contributions after the Great Recession. For example, civilian employee contributions to LACERS have increased within the last few years to require a 4% active employee contribution to retiree healthcare. Furthermore, there is also a 2% active employee contribution toward retiree health for certain sworn members who are members of LAFPP. Any additional employee contributions would be subject to meet and confer with the affected bargaining units.
140	Permit employees to opt out of LACERS or LAFPP and participate in a defined contribution or a hybrid plan.	5 - New Proposal	No	N/A - department did not submit budget request	Any change, whether an increase or a reduction, to benefits received by City employees is a mandatory subject of bargaining. Permitting employees to opt out of their retirement plan and into a hybrid plan and increasing employee contributions to the retirement plan are both mandatory subjects of bargaining. Furthermore, a Charter amendment would be required.
141	Adopt a policy of outreach, education, and transparency.	2 - Currently Underway (department is working to implement proposal)	No	Included in 2019-20 Proposed Budget	The Pension Systems are strong advocates of education and transparency and its policies and procedures are designed to further these goals. Both systems produce annual reports highlighting funding status, member changes, etc. for the fiscal year. The Pension Systems' websites also provide information and data to the public.
<b>LIBRARY</b>					
142	Provide sufficient security to assure that libraries are a safe and welcoming space.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget increases funding for security services at the Central and Branch Libraries by \$2,106,516. Security is provided by the Los Angeles Police Department and contract security. The Library has also installed security cameras at libraries.
143	Plan for and identify funds for building improvements to accommodate changes in technology and replace aging computer equipment.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget increases funding for technology by \$1,987,855. The Department also maintains funding for as-needed repairs at library facilities. The Library is currently negotiating a contract for a Facility Master Plan to align with the Library's Strategic Plan and provide a complete physical assessment of Library facilities.
144	Develop a 10-20 year Master Plan to sort out the Department's commitment to the community.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Library continues to implement the recommendations in the 2015-20 Strategic Plan. The Proposed Budget is formulated within the context of these recommendations.
145	Partner with Green and Sustainability Committees of Neighborhood Councils on the Library's Citizen Science Project.	5 - New Proposal	No	N/A - department did not submit budget request	The Library has not submitted information concerning a partnership with the Green and Sustainability Committees of Neighborhood Councils or the Library's Citizen Science Project.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
<b>NEIGHBORHOOD EMPOWERMENT</b>					
146	Increase the number of DONE's Neighborhood Empower Administrators (NEA) positions by at least five which will bring the NEA ratio per Neighborhood Council coverage from the current one-to-eight closer to a desirable one-to-five.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	NOT included in 2019-20 Proposed Budget	The Department typically hires Project Coordinators in-lieu of Neighborhood Empowerment Analysts. With the current staffing levels, the Department is able to attend 90-percent of Neighborhood Council board meetings.
147	Live stream Neighborhood Council training sessions and enhance DONE's website with an on-demand training videos library to include Neighborhood Council instructional and all board member mandatory trainings.	1 - Considered in Past but not Adopted	No	N/A - department did not submit budget request	In 2017-18, the Department received \$168,000 for user licenses for online training on the Cornerstone platform. The goal of these funds was to develop new material and improve existing mandatory training (Ethics and Funding, Sexual Harassment, and ADA). Previously, the Department administered a few online training videos via YouTube and Vimeo.
148	Provide for DONE civic engagement support staff positions to provide education to City departments and bureaus, to assist them in working with Neighborhood Councils and stakeholders, and to create and maintain a civic engagement educational data base.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	NOT included in 2019-20 Proposed Budget	The Department requested four positions, three Project Coordinators and one Management Analyst, and expense funding to enhance and add two additional Civic University events. Along with Civic U 1.0 (how the City works) and Civic U 2.0 (advocacy training), these additional events would target City staff and specific underrepresented populations. Developing an online Civic University training course is one of the Department's long-term goals. The Proposed Budget does not include funding for this request.
149	Create a special fund to collect unspent neighborhood council funds at fiscal year-end and use funds to provide neighborhood councils with ancillary services and support such as translation, interpretation, child care.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The City Clerk administers the Neighborhood Council Fund. The City Clerk and DONE are implementing a process, which would allow neighborhood councils to roll over a non-cumulative maximum of \$10,000 in any given fiscal year. The Proposed Budget appropriates an additional \$60,000 for translation and interpretation services.
<b>PERSONNEL</b>					
150	Address and resolve the bottleneck issue experienced by multiple departments who have to work through the Personnel Department to fill needed positions.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget adds a total of 20 positions in the Liaison Services Program to provide additional human resources support to various City departments. The Employee Selection Program also adds three positions to create a civilian recruitment program to further support the City's hiring needs.
151	Continue expansion of Anytime-Anywhere Remote Testing program for recruits, which provides job applicants with the ability to take tests online via physical locations provided by the Department.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget continues two positions and adds three new positions to expand Anytime Anywhere Testing. It also continues Contractual Services Account funding of \$600,000 for online proctoring to implement Anytime Anywhere Testing.
152	Continue success of new Local Hire Program, which focuses on hiring students and individuals within a 5-mile radius of the Department's location in Downtown LA.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Personnel Department continues to assist departments who elect to utilize the Targeted Local Hire Program ( <a href="https://llocalhire.lacity.org/">https://llocalhire.lacity.org/</a> ), which focuses on hiring individuals in underrepresented populations such as residents in low income and high unemployment zip codes. The Proposed Budget continues 10 positions in the Personnel Department that support this program.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
153	To assure a safe workplace, encourage use of new MyVoiceLA tool, an online tool allowing employees to report misconduct or harassment anonymously without retaliation.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget continues funding for software licenses for the MyVoiceLA application, as well as five positions that were added in 2018-19 to review and investigate harassment and discrimination complaints that are submitted via multiple methods, including the MyVoiceLA website. The Proposed Budget also adds two new positions and one-time expense funding for training to provide additional support for efforts to reduce employment liability.
154	Provide ample time and resources for first responders to prepare for Olympics.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget continues Office and Administrative Account funding of \$401,000 for Police and Fire applicant recruitment and Contractual Services Account funding of \$312,300 for implementation of a virtual mentor system for Police applicants. The City is in the initial stages of developing plans to determine the level of resources necessary for hosting the 2028 Games.
155	Provide more training for supervisors and management to reduce turnover and claims.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes positions and Training Expense Account funding to support efforts to reduce employment liability and to provide specialized training in investigative techniques and discrimination prevention.
156	Ensure success of new Alternative Dispute Resolution Programs with unions.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget adds funding and regular authority for one Senior Workers Compensation Analyst and deletes funding and regular authority for one Workers' Compensation Analyst to support the Alternative Dispute Resolution Program.
157	Focus on incentivizing long-term employment offering more flexibility, i.e. telecommuting.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	No	N/A - department did not submit budget request	The City of Los Angeles has a telecommuting program. Arrangements for telecommuting are considered based on various factors including an evaluation of the individual's job duties, availability of work space and equipment at an alternate location, and submission of a Telecommute Application at Personnel Employee Benefits - Commute Options & Parking Section. Approval of a telecommuting arrangement is solely at the discretion of the departments' management.
158	Fund \$100,000 needed for civilian recruitment.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget adds funding and resolution authority for three positions as well as Office and Administrative Account funding of \$100,000 to implement a new civilian recruitment program.
159	To the extent adequate funding is not provided, chargebacks should be invoiced to Departments requesting Personnel to assist with civilian recruitment.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget adds funding and resolution authority for three positions as well as Office and Administrative Account funding of \$100,000 to implement a new civilian recruitment program. Personnel's services are typically included in the City's Cost Allocation Plan, which is used to bill grant, special, and proprietary funds in order to reimburse for the Department's services, including this civilian recruitment program.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
160	Reinstate prior year's funding of \$55,000 for training to assist in reducing worker's compensation claims and settlements.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes funding of \$55,000 to restore the Training Expense account that was reduced on a one-time basis in the 2018-19 Adopted Budget.
161	Fund additional resources for management training to improve supervisory skills, increase employee retention and reduce claims.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	<p>The Department requested five new positions and \$500,000 in Contractual Services Account funding to expand employee training, including a new employee hiring process, professional skills building, core supervisory training, and a Leadership Training Academy. The Proposed Budget does not include funding for this item.</p> <p>The Department also requested positions and Training Expense Account funding to support efforts to reduce employment liability and to provide specialized training in investigative techniques and discrimination prevention. The Proposed Budget includes funding for this item.</p>
<b>POLICE</b>					
162	Fund 58 civilian staff for phase one replacement and Public Records Act retrieval.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes 12-months funding for one Senior Management Analyst and six Management Analysts to ensure compliance with California Public Records Act requests.
163	Fund 54 additional sworn personnel for the HOPE unit.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	NOT included in 2019-20 Proposed Budget	The Department requested 46 sworn position authorities and funding to backfill existing officers assigned to these duties. Funding for the existing officers is included in the Department's base budget. Given the need to fund many other priorities, this request was not included in the Proposed Budget.
164	Fund \$43.5 million additional overtime dollars.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget increases Sworn Overtime funding by \$47.43 million, including funding for regular overtime deployments, reimbursable overtime, and overtime dedicated to specific purposes such as illegal cannabis enforcement, Human Trafficking and Prostitution Detail, and Vision Zero.
165	Fully fund the opening of the Harbor Jail.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes position authorities and funding to open the Harbor Jail.
166	Fully fund 26 new property officers.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget regularizes 15 Property Officer positions.

## ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
167	Form and fund a dedicated personnel department.	5 - New Proposal	No	NOT included in 2019-20 Proposed Budget	The Department did not include this proposal in its budget request. However, \$750,000 was included in the Unappropriated Balance to enhance recruitment efforts and to fund a Customer Relationship Management Platform to modernize and automate the Department's human resource management system, including work with Academy recruits.
168	Form and fund a cannabis investigation division.	5 - New Proposal	No	NOT included in 2019-20 Proposed Budget	The Department did not include this proposal in its budget requests, so it has not been reviewed. The Proposed Budget, however, adds \$10 million to the Sworn Overtime Account to support the Department investigating and enforcing laws relative to illegal cannabis businesses. Additionally, one Crime and Intelligence Analyst I position was regularized to continue capturing data from the Narcotics Enforcement Unit to develop enforcement strategies for illegal cannabis operations.
169	Review and fund an overhaul of the LAPD IT systems.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes an increase to technology funding of \$7.4 million for a variety of technology initiatives, including but not limited to the Records Management System, Mobile Data Computer Replacements, Desktop Computer Replacements, Network Security, the Palantir system, and other systems.
170	Allow LAPD management to manage its annual budget independently of the City Council.	5 - New Proposal	No	NOT included in 2019-20 Proposed Budget	Each City Department is responsible for managing the funding provided through the annual budget process. Throughout the year, modifications to the budget are made through regularly released Financial Status Reports. Further, the City Charter requires the City Council to approve adjustments to the budget.
171	Fully fund 2,500 additional sworn officers to a total of 12,500.	5 - New Proposal	No	NOT included in 2019-20 Proposed Budget	The Department did not submit a request for these positions. Consequently this request has not received consideration.
172	Fully fund civilian hiring to its proper level.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes funding to fully offset civilian attrition and increase civilian staffing by 66 positions.
173	Fully fund overtime to its proper level.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget increases Sworn Overtime funding by \$47.43 million, including funding for regular overtime deployments, reimbursable overtime, and overtime dedicated to specific purposes such as illegal cannabis enforcement, Human Trafficking and Prostitution Detail, and Vision Zero. To address the cost of special events and services performed on Sworn Overtime, front-funding for these expenses in the Sworn Overtime Account is being increased from \$10 million to \$20 million. This will alleviate the issue in prior years of a cash-flow problem when expenses for these events were incurred but not immediately reimbursed.

## ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
174	Obtain a transparent budget from the City.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	As directed by the City Charter, the Mayor must annually submit a Proposed Budget by April 20th which includes estimates of the expenditures and appropriations that are necessary for the support of the required work programs in the City.
175	Expand the Risk Management Health Program to the entire LAPD work force.	5 - New Proposal	No	NOT included in 2019-20 Proposed Budget	The Department is evaluating this pilot program and may consider recommending it in a future budget cycle.
<b>BOARD OF PUBLIC WORKS</b>					
176	Fund an additional 6 positions for the Gas and Petroleum Management Program.	5 - New Proposal	No	N/A - department did not submit budget request	The Department did not request additional positions for the Gas and Petroleum Management Program.
177	Provide the Film and Television Office (now in the Public Works Bureaus) up to \$25,000 for outreach.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget provides \$5,000 for training, professional development, and membership fees for the Office of Petroleum and Natural Gas Administration and Safety and citywide filming. This includes funding for the Citywide Filming Office to participate at various film events in an effort to attract and retain the entertainment industry in Los Angeles.
178	Continue the cleanup of homeless encampments.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget continues 10 Homeless Outreach & Proactive Engagement (HOPE) teams, 10 Clean Streets Los Angeles (CSLA) teams, and 1 Operation Healthy Streets (OHS) team in the Bureau of Sanitation's budget to continue the same level of homeless encampment cleanup services as provided in the 2018-19 Adopted Budget. The Proposed Budget also provides funding in the Unappropriated Balance for the expansion of the CSLA and HOPE teams.
179	Fund a program manager and attendants for the Mobile Toilet Program for the safety of the homeless and to eliminate takeover of the facilities by gangs.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget provides a resolution authority without funding for a Senior Management Analyst I for program management and oversight of the Mobile Pit Stop Program and Mobile Showers expansion. Funding will be provided by the Homeless Emergency Aid Program (HEAP) as an interim appropriation.
180	Provide \$60,000 to \$80,000 for the purchase of E-Bidding program.	5 - New Proposal	No	N/A - department did not submit budget request	The Department did not submit a budgetary request to purchase an E-bidding program. Consequently, this item was not considered.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
181	Add a FUSE fellow.	5 - New Proposal	No	N/A - department did not submit budget request	The Department did not submit a budgetary request for a FUSE fellow. Consequently, this item was not considered.
182	Hire a qualified tree administrator to manage the urban forest.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget moves the position of Street Tree Superintendent II to the Bureau of Street Services and reclassifies the position to Street Services General Superintendent II. The position serves as the City Forest Officer.
183	Hire a risk manager to manage liabilities.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget provides funding and regular authority for one Board of Public Works Risk Manager.
184	Add 6-10 accounting positions.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	NOT included in 2019-20 Proposed Budget	The Proposed Budget provides funding and authority for three new accounting positions.
<b>BUREAU OF ENGINEERING</b>					
185	Provide incentives through contract negotiations to improve competitiveness in hiring and retention of engineers and architects vis-à-vis the public and private sectors.	5 - New Proposal	No	N/A - department did not submit budget request	The Bureau of Engineering is not involved in negotiating higher salaries and financial incentives for the hiring and retention of its Engineers and Architects. The CAO and the respective bargaining unit for engineers and architects have the opportunity to negotiate these types of issues as part of contract negotiations.
186	Press on toward total automation of the Bureau's information systems.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget provides a pay grade upgrade for one Systems Programmer I to Systems Programmer II to support the automation of the Bureau's information systems.
187	Urge/compel elected officials to select appropriate locations for Bridge Home sites to shelter homeless individuals.	5 - New Proposal	No	N/A - department did not submit budget request	The Bureau of Engineering is the Project Manager for the design, delivery, and completion of the City's Bridge Homes. The Bridge Home sites are selected prior to the Bureau of Engineering initiating the construction of the Bridge Homes. Currently, four sites have completed construction, 11 sites are either under construction or are moving into the construction phase, one site is awaiting Council approval of funding, and ten sites are under feasibility review.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
188	Add 6 to 8 positions to design and deliver new and expanded projects including one position to accelerate construction on the Purple Line, 3 to 5 positions to double Department of Transportation (DOT's) Automated Traffic Signal Program, and both a construction manager and administrative person for the Civic Center Program.	5 - New Proposal	No	N/A - department did not submit budget request	The Bureau of Engineering did not request additional positions to support the Purple Line, DOT's Automated Traffic Signal Program, and Civic Center Building project. Consequently, this item was not considered.
<b>BUREAU OF SANITATION</b>					
189	Support most effective payment collection approach.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Bureau of Sanitation reports that it is currently working with the Board of Public Works Office of Accounting and Office of Finance to implement more effective payment collection methods.
190	Continue to provide the City Council with five-year forecasts for Special Fund projects underlining the long term savings from these investments.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Bureau of Sanitation's largest capital program is the Wastewater Capital Improvement Program (WCIP), which annually publishes a 10-year expenditure plan for all projects approved by the Program Review Committee (PRC) that is comprised of Assistant Directors from Sanitation and one Deputy City Engineer. The Bureau's smaller capital program is the Stormwater Capital Improvement Expenditure Program (CIEP), which only includes a few projects as a result of funding constraints. The five-year expenditure plans for these projects are historically included in the Citywide CIEP Book published by the Office of the City Administrative Officer.
191	Continue their Roadshow, and work through police Senior Lead Officers (SLOs), Neighborhood Councils, ads on trucks, etc. to educate public on issues	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Bureau of Sanitation currently uses staff and consultants to conduct outreach and public education on recycling, proper disposal of household hazardous waste, green business practices, environmental stewardship, composting, stormwater pollution, and the harmful impacts of fats, oils, and grease on City sewers. These outreach activities are required for regulatory compliance as in the case of the City's Stormwater Permit. The Bureau is constantly looking for ways to improve outreach and public education.
192	Continue to explore internships through EWDD and colleges.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Bureau of Sanitation provides partial funding for the Economic and Workforce Development Department (EWDD) Summer Youth Program and currently employs 22 part-time Student Engineers, 50 part-time Project Assistants, and three part-time Student Professional Workers. Additionally, the Bureau attends various job and career fairs at local universities and trade schools. The Bureau has also explored the creation and use of apprenticeship classifications into skilled and trade positions to address the Bureau's high vacancy rates.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
193	Continue to work on liability reduction.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes funding and regular authority for one Safety Engineering Associate II for the Terminal Island Water Reclamation Plant to investigate complaints of unsafe working conditions, train employees on proper work techniques and safe handling of chemicals, and proactively identify safety hazards at the plant. The Proposed Budget also includes funding and regular authority for five Refuse Crew Field Instructors to provide training on the proper use and operation of refuse collection vehicles. These additional resources will allow the Bureau to reduce workplace injuries and liabilities.
194	Strongly support the Bureau's request for 4 administrative clerks to sustain the efforts of the HOPE (Homeless Outreach Proactive Engagement) Teams and Clean Streets teams.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget provides one Management Analyst and one Administrative Clerk to provide additional administrative support to the HOPE and CSLA teams. The Bureau currently has four Administrative Clerks and one Management Analyst assigned to these teams.
195	Engage with the City's Homeless Strategies effort and other programs to anticipate and mitigate problems with homeless encampments, couch-surfers and people living in cars and trailers.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Bureau of Sanitation did not submit a budgetary request regarding this item. However, the Bureau has been closely involved with the revision of the Comprehensive Homeless Strategy, which was completed in late 2018 and approved by Council and the Mayor in March 2019. This document outlines the work being done by the Bureau in conjunction with other City Departments, County agencies, and the Los Angeles Homeless Services Authority (LAHSA) to work to end homelessness, and specifically details outreach efforts under a new strategy.
196	Aggressively pursue a shift to smaller black bins with reduced charges to encourage waste reduction driven by consumers.	1 - Considered in Past but not Adopted	No	N/A - department did not submit budget request	The Bureau of Sanitation reported last year that one of the forecasted problems that would result from the implementation of smaller bins is that customers will use their neighbor's bins for extra trash capacity or resort to illegal dumping. To prevent this issue, the Bureau would need to implement some type of bin locking technology, which could create other issues.
197	Incentivize RecyclA franchisees to, upon request, provide green waste bins at no charge to their customers.	5 - New Proposal	No	N/A - department did not submit budget request	The RecyclA Franchise Agreements authorize the franchisees to charge for green waste services since there is a need to build infrastructure and compensate the franchisees for the collection and processing of this materials. Incentives to promote no-cost green waste services requires an amendment to the Franchise Agreements.
198	Pressure the City Attorney to use recordings from the pilot camera surveillance program to aggressively pursue and fine those guilty of illegal dumping.	2 - Currently Underway (department is working to implement proposal)	Yes	NOT included in 2019-20 Proposed Budget	The 2016-17 Budget provided one-time funding to purchase 15 surveillance cameras to strengthen enforcement of illegal dumping activities, but the results of this pilot program have not been released. The Bureau requested additional resources to expand the program as well as additional staff to review surveillance camera footage and prepare evidence for City Attorney prosecution. Funding for this request is not included in the Proposed Budget.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
199	Support request for more drivers to expand bulky item pick up.	1 - Considered in Past but not Adopted	No	NOT included in 2019-20 Proposed Budget	As of March 1, 2019, the Bureau of Sanitation is reporting 57 Refuse Collection Truck Operator vacancies. The Bureau was advised to fill its existing vacancies prior to requesting additional resources.
200	Coordinate with multi-person buildings for end of month (renter move-outs) pick-ups.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Bureau of Sanitation reports that it will work to coordinate with multi-person buildings for end of the month bulky-item pickups.
201	Promote the development of local recycling plants and markets.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Bureau of Sanitation reports that it will work to promote the development of local recycling plants and markets.
202	Ensure green waste bins for RecyclA customers at no cost as requested.	5 - New Proposal	No	NOT included in 2019-20 Proposed Budget	Currently, the RecyclA Service Providers (RSP) provide green waste services to its customers. The Franchise Agreements authorize the RSPs to charge for this service, since there is a need to build infrastructure and compensate the RSPs for the collection and processing of this material. Providing no-cost green waste services similar to the residential curbside collection program is a policy decision that requires Council approval to amend the RecyclA contracts.
203	Explore other markets for green waste.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	NOT included in 2019-20 Proposed Budget	The Bureau of Sanitation collects approximately 1,800 tons of green waste per day from its residential curbside collection program and about 400 tons are processed into mulch at the Lopez Canyon Mulching Facility. The remaining 1,400 tons are processed and distributed by contractors. The Bureau gives out free mulch to City residents at Lopez Canyon, but residents have to pick up the mulch. Over the last several years, the Bureau faced challenges finding customers for its mulch and recently started advertising in-home delivery services for mulch, which increased the demand. There are three Maintenance Laborers (ML) assigned to this program and the Bureau requested two more MLs to address the increasing demand. Funding is not included in the Proposed Budget since the Bureau has 49 ML vacancies across its workforce. The Bureau was advised to reassign existing vacancies to perform this work.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
204	Pursue education of businesses, condo associations, consumers.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Bureau of Sanitation uses staff and consultants to conduct outreach and public education on recycling, proper disposal of household hazardous waste, green business practices, environmental stewardship, composting, stormwater pollution, and the harmful impact of fats, oils, and grease on the City's sewer system. The Bureau's Ambassador Program deploys staff across the City to inspect residential blue and green bins for contamination and educate residents on proper recycling practices. In addition, under the RecyclLA Franchise Agreements, the franchise haulers are required to conduct outreach and public education to commercial, industrial, and multi-family properties on recycling and environmental stewardship.
205	Continue to address organics recycling.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget continues four positions to support the Bureau's Residential Organics and Recycling (ROAR) program. In addition, the Bureau is in the process of building an organics processing facility at the Central Los Angeles Recycling and Transfer Station (CLARTS).
206	Work with LADWP on smart landscaping.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Los Angeles Department of Water and Power (LADWP) continues to partner with the Bureau to improve the supply of local groundwater. The Proposed Budget includes funding in the Bureau's budget for the Hyperion Water Recycling Division to implement water recycling projects. Proposed improvements as part of the Hyperion Reuse and Groundwater Development Program will increase Hyperion's recycling capabilities and increase local water supplies. In addition, LADWP continues to use recycled water for parks and recreational areas as part of a smart landscaping strategy.
207	Expand smart approach to disposal by working with BIDs (Business Improvement Districts).	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Bureau of Sanitation reports that it conducted a workshop with the BIDs in March 2019 to improve collaboration.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
208	Reduce the Southland's reliance on imported water by expanding water capture and recycling and increasing effective water conservation by residents, businesses and the City.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget continues funding and resolution authority for eight positions to staff the Bureau's Water Recycling Division. This Division will oversee the design and construction of an Advanced Water Purification Facility (AWPF) at the Hyperion Water Reclamation Plant that will produce 1.5 million gallons per day (MGD) of recycled water that will be distributed to the Los Angeles International Airport. The Bureau currently operates an AWPF at the Terminal Island Water Reclamation Plant that produces 12 MGDs of recycled water and is in the process of developing an AWPF at the Donald C. Tillman Water Reclamation Plant that will produce 31 MGDs of recycled water that will be distributed to the Hansen and Pacoima Spreading Grounds. The Proposed Budget also continues funding and resolution authority for seven positions that provide plan check services for the Low Impact Development (LID) program which mitigates stormwater runoff and improves stormwater capture by requiring development and redevelopment projects to use on-site measures to capture, infiltrate, and reuse rainwater when feasible.
209	Continue to build sustainability and resilience in the face of climate change, economic swings and potential natural and manmade disasters.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	LADWP continues to work with the Bureau of Sanitation on the development of both short and long term strategies and recycling efforts due to climate change, recognizing that the development of alternative water supplies is necessary. Proposed improvements as part of the Hyperion Reuse and Groundwater Development Program will increase Hyperion's recycling capabilities and increase local water supplies.
<b>BUREAU OF STREET SERVICES</b>					
210	Make data available to the public broken down by project, documenting dollars spent, services provided, performance metrics and project schedules (existing and future) drilled down by Council District (CD), Neighborhood Council (NC) area and street.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	NOT included in 2019-20 Proposed Budget	The Bureau of Street Services submitted a budgetary request for \$500,000 in its Contractual Services Account to hire a consultant to advise on a strategic plan to implement a public-facing data panel. The Proposed Budget does not provide funding for this request.
211	Support budget requests to enhance and expand BSS planning efforts.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	NOT included in 2019-20 Proposed Budget	The Bureau of Street Services submitted a request for 23 positions and expense funding to create a new Advanced Planning Division. The Proposed Budget does not provide funding for this request.
212	Support budget requests to improve and enhance the electronic data available on the BSS website.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	NOT included in 2019-20 Proposed Budget	The Bureau of Street Services submitted a budgetary request for \$200,000 in its Contractual Services Account to hire a consultant to advise on advanced planning for the Bureau which included improving and enhancing the Bureau's electronic data. The Proposed Budget does not provide funding for this request.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
213	Implement audit recommendations presented in the Controller's 2014 Report: "LA Street: The Road to the Future" and, specifically, analyze performance and associated costs for each component of the pavement preservation program.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	NOT included in 2019-20 Proposed Budget	The Bureau of Street Services submitted a budgetary request for \$600,000 in its Contractual Services Account to hire a consultant to advise on the best asset management program to record, track, and monitor the pavement preservation program activities and costs. The Proposed Budget does not provide funding for this request. The Bureau has implemented changes to address many of the findings contained in the audit, including expending all funds allocated to pavement preservation, not returning any budgeted funds, and undertaking the modernization of Asphalt Plant No. 1.
214	Establish a Neighborhood Council Street Service Advisory Committee.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Bureau of Street Services is working with the Department of Neighborhood Empowerment to establish this Advisory Committee.
215	Increase funding for City tree management and maintenance.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget provides funding for two new Tree Watering Crews to care for and water newly planted and young trees during the three-year establishment period.
216	Develop a comprehensive risk and liability reduction strategy.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget provides funding for 11 positions to implement a strategy to reduce liability risk related to conditions in the public right-of-way.
217	Implement small area sidewalk repairs rather than wait for entire street funding which incorporates ADA curb changes.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Bureau of Street Services is currently exploring different methods to temporarily address small area sidewalk repairs.
218	Implement an alley repair program.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget provides \$3,000,000 for alley paving as a Special Fund Appropriation within the Measure M Local Return Fund.
<b>BUREAU OF STREET LIGHTING</b>					
219	Create a position for a FUSE Fellow to work on the 5-year Smart City strategic plan.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Bureau requested \$300,000 for two FUSE Fellows: one to work on a Strategic Plan and one for a Smart Cities Plan. The Proposed Budget provides \$150,000 as a below-the-line appropriation in the Street Lighting Maintenance Assessment Fund (SLMAF) for one FUSE Fellow to develop a Strategic Plan.

ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
220	Hire at least 1 dedicated crew to replace stolen copper wiring.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Bureau currently has one crew (four positions) dedicated to repairing the street lighting system when wire theft incidents occur. The Proposed Budget continues funding for these positions.
221	Create new job classifications to replace employees due to turnover and retirement.	5 - New Proposal	No	N/A - department did not submit budget request	The Bureau did not request to create any new job classifications. Consequently, this item was not considered. This process would have to be coordinated with the Personnel Department.
222	Hire 10 new field staff positions.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	NOT included in 2019-20 Proposed Budget	The Bureau requested new field staff positions for various programs including the Co-Location Small Cell Communication Program and the Copper Wire Theft Replacement Program. The Proposed Budget does not provide funding or authority for new field positions for the Bureau.
223	Hire a new Senior Analyst to manage co-locations.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	NOT included in 2019-20 Proposed Budget	The Bureau requested two new positions to manage the construction/field section of the Co-Location Program and one new position to manage the revenue/billings section of this Program. The Proposed Budget does not provide funding or authority for new positions to manage the Program.
<b>RECREATION AND PARKS</b>					
224	Upgrade, modernize, and provide for the future improvement of pools and recreation facilities throughout the City.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes \$2.26 million for 14 positions and expense funding to support various new and expanded Department facilities. The Budget also increases expense funding for maintenance and repairs at the Department's pools, water features, sewage ejectors, and pumping systems.
225	Offer more robust subsidized fitness programs and classes for both children and adults throughout the city.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Department annually offers around 900 adult classes and activities Citywide, which has resulted in a 45-percent increase in participation. One of the Department's program, The Girls Play LA (GPLA) gender equity program, focuses solely on youth sports and fitness classes for six to fifteen year old girls experienced an overall increase of 44-percent in participation. The Department intends to expand its Universal Play program, which offers subsidized sports league and fitness classes. The Unappropriated Balance includes \$1.3 million for SwimLA, which offers swim class subsidies and \$1.0 million for other youth programming subsidies. The Department is also working on offering sports such as volleyball, basketball, and softball for more than one season as well as refurbishing/replacing gym floors.
226	Keep pools open all year round in the City.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Department submitted a budgetary request to expand seasonal service to year-round at Algin Sutton, Lincoln, and Van Ness Pools. The Proposed Budget includes funding for this request.

## ATTACHMENT

No.	2019 White Paper Recommendation	Category	Submitted with 2019-20 Budget Request	Status of 2019-20 Budget Request	CAO Feedback
227	Expand the SwimLA program to offer year round competitive aquatics throughout the City.	5 - New Proposal	No	NOT included in 2019-20 Proposed Budget	While the Department offers a year-round novice competitive aquatics sports program at all year-round pools, the Department is considering the option of offering higher level competition.
228	Increase the number of park rangers in the City.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	NOT included in 2019-20 Proposed Budget	The Department requested one Senior Park Ranger II position and one Admin Clerk to assist in the expansion of the Park Ranger Division. The Proposed Budget does not provide funding or authority for these positions.
229	Open more park ranger stations throughout the City.	2 - Currently Underway (department is working to implement proposal)	No	NOT included in 2019-20 Proposed Budget	The Department is currently is working on a staffing plan for Pershing Square, Hansen Dam, and Griffith Park Ranger Stations.
230	Clarify LAPD and park ranger responsibilities and assure that they are being met by the appropriate City entity.	2 - Currently Underway (department is working to implement proposal)	No	N/A - department did not submit budget request	The Department currently has a Memorandum of Agreement with the LAPD that was executed in 2015 and Recreation and Parks meets monthly with Security Services Division to discuss issues.
231	Increase the number of maintenance staff to perform the necessary maintenance of park bathrooms and facilities.	3 - Pending in Budget (department submitted proposal in 2019-20 budget request)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes four new Gardener Cartaker positions to support new and expanded facilities. The Budget also includes ten new positions and expense funding for the maintenance of heating, ventilation, and air conditioning (HVAC) systems at all Department facilities.