

REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: May 20, 2020

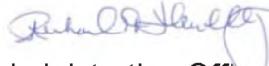
CAO File No. 0220-05158-0004

Council File No. 20-0600

Council District: All

To: The Council

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



Reference: Neighborhood Council Budget Advocates White Paper, 2020

Subject: **CITY ADMINISTRATIVE OFFICER REVIEW OF PROPOSALS INCLUDED IN THE NEIGHBORHOOD COUNCIL BUDGET ADVOCATES 2020 WHITE PAPER**

RECOMMENDATION

That the Council note and file the following City Administrative Officer (CAO) report regarding the 2020 Neighborhood Council Budget Advocates White Paper.

SUMMARY

On February 15, 2020, the Neighborhood Council Budget Advocates released a White Paper entitled "What's Next?"

This report provides brief comments on the White Paper's 232 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 2020-21 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:

Category	Percent of Total
Proposals Considered in Past but not Adopted	2%
Proposals Currently Underway	46%
Proposals Pending in Budget	23%
Proposals Pending in Council	2%
New Proposals	27%
Total	100%

FISCAL IMPACT STATEMENT

There is no fiscal impact from approving the recommendation in this report. The fiscal impacts of the White Paper recommendations vary greatly and would require further analysis.

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Attachment

ATTACHMENT

No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
1	Update the Four Year Budget Outlook to reflect the current budget reality including the projected deficits.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	This CAO prepared a Four-Year General Fund Budget Outlook as part of the 2020-21 Proposed Budget. Please refer to page 20 of the Supporting Information book.
2	Require the Mayor to submit the budget to the City Council on or before February 1 rather than the current deadline of April 20. Each Department will then present its proposed budget and priorities to the appropriate City Council Committee. Afterwards, the Budget and Finance Committee will conduct hearings on each Department's budget.	1 - Considered in Past but not Adopted	No	N/A - Department did not submit budget request	Changing the Charter deadline for the Mayor to submit the Proposed Budget would significantly reduce the Mayor's ability to submit a well thought out budget based on realistic revenue projections. Limiting budget hearings to the Budget and Finance Committee ensures that departmental requests are considered in the broader context of the entire budget but does not prevent other committee chairs or Councilmembers from participating.
3	All labor negotiations shall be open and transparent. Furthermore, the City shall solicit an independent opinion that analyzes the fiscal impact of any new labor contracts. Beginning 30 days after the release of the independent opinion and prior to approval, the City Council will conduct a series of public meetings to discuss the new labor contracts. Any new labor agreements shall not result in deficits.	5 - New Proposal	No	NOT included in 2020-21 Proposed Budget	The City's collective bargaining process is confidential. When a tentative agreement is reached, it is presented to the City Council and subject to public hearings, with reports that include the estimated fiscal impact of the proposed agreements.
4	Create a Pension Commission to review and analyze the City's pension and Other Post-retirement Employment Benefit (OPEB) plans and develop recommendations to eliminate the unfunded liability over time.	4 - Pending in Council	No	NOT included in 2020-21 Proposed Budget	This recommendation was transmitted to the Council (C.F. 14-1184). No action has been taken on this recommendation.
5	Implement multi-year budgeting.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	The City's Financial Policies require that the City consider future year costs when initiating multi-year projects. This occurs in both reports on these projects and throughout the budget process. With a number of volatile and economically sensitive revenue sources and complex and changing policy priorities, the City would likely have to reformulate its multi-year budget annually, reducing the benefits of this approach.
6	Develop a ten year infrastructure plan that includes, but is not limited to, streets, sidewalks, parks and their restrooms, trees, buildings, and vehicles. This will include plans for the Los Angeles River, the Civic Center, and the Convention Center.	5 - New Proposal	No	N/A - Department did not submit budget request	A proposed Capital and Technology Improvement Policy to replace the existing Capital Improvement Expenditure Program Funding Policy is currently under consideration by the Council (C.F. 19-1353). Subject to Council's approval of the Policy, our Office will resume publication of the five-year plan to actively consider future costs of projects. The recommendation identified may be considered once additional metrics become available.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
7	Benchmark the efficiency of the City's Departments and operations.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	The Proposed Budget includes metrics for all Departments. These metrics were developed taking into account a number of factors, including industry standard benchmarks for the identified services.
8	Implement a plan to increase the City's Reserve and Budget Stabilization Funds to an amount equal to 10-percent of its General Fund Revenues.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	The City Council modified the City's Financial Policies in January 2020 that sets a goal for cumulative reserves consisting of the Reserve Fund, Budget Stabilization Fund, and the Unappropriated Balance, Reserve for Mid-Year Adjustments line item to be equal to 10-percent of General Fund revenues. The 2020-21 Proposed Budget includes cumulative reserves at 5.8-percent of General Fund revenues.
9	Establish an independent Office of Transparency and Accountability to oversee the budget and other related matters in real time.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	The functions identified are already performed by existing City Departments. The CAO and CLA report on the City's budget and financial condition. Existing issues and services standards are examined, upon request by the Mayor or Council, by all City Departments. Accountability is achieved by oversight by the Council, Mayor, Controller, Neighborhood Councils, the public, other governmental agencies, the media, and Department management.
10	Develop solutions to balance the budget over the next four years and eliminate the Structural Deficit.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	The City recently adopted revised Financial Policies with a formal goal of achieving structural balance. While the 2020-21 Budget does not achieve structural balance, it does achieve compliance on several related policies including reporting on structural balance through the Four-Year Outlook, using all one-time revenues for one-time expenditures, and including no unfunded positions.
AGING					
11	Continue advocacy of coordinated City and County.	5 - New Proposal	No	N/A - Department did not submit budget request	The Department did not submit a request to coordinate City and County programs.
12	Increase funding for meal programs to meet the needs of a growing senior population.	5 - New Proposal	No	N/A - Department did not submit budget request	The Department did not submit a request to increase funding for meal programs, but there has been substantial increases to senior meals since the onset of COVID-19.
13	Continue efforts to expand programs targeted to the unique needs such as older adult homelessness and Lesbian Gay Bisexual Transgender Queer (LGBTQ) seniors.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	NOT included in 2020-21 Proposed Budget	The Department requested to continue General City Purposes (GCP) funding in the amount of \$450,000 for the LGBTQ Mini Multipurpose Center. The request was denied for 2020-21.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
14	Continue advocacy for basic training for City employees, not just management, on aging issues.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	NOT included in 2020-21 Proposed Budget	The Department requested to implement a two-track, long-term City employee training program to be developed and implemented. The purpose was to broaden the awareness of City staff, executives, and Council Offices of older adult, family caregiver needs as well as basic knowledge of gerontology issues. The request was denied for 2020-21.
15	Increase funding for the Older Workers Employment Program to help stabilize growing numbers of older adult homelessness.	5 - New Proposal	No	N/A - Department did not submit budget request	The Department did not submit a request to increase the program services. Funding for the program was increased, however, due to an increase in the minimum wage. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book No. 11.
16	Continue efforts to encourage better government preparation for an older adult population soon to nearly double in number.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Department continues to develop and coordinate efforts to encourage better government preparation for a rapidly growing older adult population through Purposeful Aging Los Angeles (PALA). PALA action plans are to guide policy and program development to make the Los Angeles region the most age-friendly in the world.
ANIMAL SERVICES					
17	Fund the Animal Sterilization Fund in the amount of \$2.75 million to save the City tens of millions of dollars in the future.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 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 2020-21.
18	Explore funding for spay/neuter and veterinary services from special funds such as homeless funds.	5 - New Proposal	No	N/A - Department did not submit budget request	Spay and neuter services are not eligible expenditures from existing homeless-focused funds such as Proposition HHH or state homeless funding.
19	Fund \$250,000 to deal with the temporary influxes of animals during peak periods.	5 - New Proposal	No	N/A - Department did not submit budget request	The Department has the discretion to use more funding at peak periods as needed. An additional allocation has not been requested.
20	Fund a position for a clerical assistant for the Life Saving Liaisons who work at the 6 City shelters (1 clerical assistant for all 6 Life Saving Liaisons).	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	NOT included in 2020-21 Proposed Budget	The Department requested one Administrative Clerk position to serve as a liaison for the shelters. It was not included as part of the 2020-21 budget.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
21	Additional work with State Fish and Wildlife Department regarding coyotes.	5 - New Proposal	No	N/A - Department did not submit budget request	The Department does not require funding to coordinate with the State Fish and Wildlife Department. The City Council and the Mayor can instruct the Department to work with the state on this issue.
22	Investigate the retention rate for shelter volunteers and the termination of volunteer status of the most experienced volunteers.	5 - New Proposal	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes funding for a Volunteer Coordinator position responsible for recruitment, management, training, and tracking of the Department's volunteers.
23	Fund supplies for the volunteers at the 6 City shelters.	5 - New Proposal	No	N/A - Department did not submit budget	The Proposed Budget does not include funding for supplies for volunteers. The Proposed Budget, however, includes funding for a Volunteer Coordinator position responsible for recruitment, management, training, and tracking of the Department's volunteers.
24	Fund 12 new Animal Care Technician (ACT) positions. Replace the 6 ACTs who are currently acting as the Volunteer Liaisons after volunteer retention issues are resolved. Replace the 6 ACTs who are currently acting as the Life Saving Liaisons.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	This item is recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book No. 16.
25	Fund the hiring of 45 new Animal Care Technicians (ACTs) (which includes the 12 noted above) over the next 3 years.	5 - New Proposal	No	N/A - Department did not submit budget request	While the Department referenced a long-term hiring plan in its budget request, the 2020-21 Proposed Budget does not address future positions that may be added in coming years.
26	Fund a position for a Data Analyst.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	NOT included in 2020-21 Proposed Budget	The Department requested one Management Analyst to provide executive analysis and support. The position is not included in the 2020-21 Proposed Budget.
BUILDING AND SAFETY					
27	Continue the pre-apprentice and targeted neighborhood programs to find new candidates.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	<p>The 2017-18 Adopted Budget provided 10 Assistant Inspector IVs, including five in the Residential Inspector Training Program and five in the Commercial Inspector Training Program. Since 2017-18, the number of Assistant Inspector IVs have increased. The 2020-21 Proposed Budget provides 11 position authorities in the Residential Inspector Training Program and 14 in the Commercial Inspector Training Program.</p> <p>Since the Targeted Local Hire Program began in December 2015, the Department has hired 41 employees through this program.</p>

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
28	Continue the 120-day contracts to temporarily backfill positions and maintain institutional knowledge.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	The 2015-16 Adopted Budget provided funding for intermittent staff to reduce the backlog of cases. Since 2015-16, funding has been provided in each subsequent Adopted Budget for this purpose. The Department uses this funding to hire 120-day appointments of retired City employees to reduce this backlog.
29	Continue to fast-track the approval process for facilities related to homelessness such as bridge housing.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	Plan checks for all construction projects are submitted and reviewed by the Department's Permit and Engineering Bureau. The Department's goal is to complete 85-percent of plan checks within 15 days. Inspections for all homelessness projects are performed by the Department's Residential Inspection Program. The Department's goal is to complete 90-percent of residential inspections within 24 hours. The 2020-21 Proposed Budget includes one new Office Engineering Technician I that will streamline the housing development application review process for zoning compliance.
CANNABIS REGULATION					
30	Add enforcement staff to this Department and use existing funds budgeted for LAPD to fund this Department and the relationships it must have with other City Departments.	1 - Considered in Past but not Adopted	No	N/A - Department did not submit budget request	Adding enforcement staff to the Department of Cannabis Regulation (DCR) using resources from the Los Angeles Police Department (LAPD) would create a need for duplicative supervisory and deployment resources in the Department, which would not be efficient and may not be feasible for certain classifications.
31	Reconsider the limits on licenses issued for commercial cannabis businesses from the 400-450 range to 1000 to raise the revenue base for special cannabis taxation.	5 - New Proposal	No	N/A - Department did not submit budget request	The limits on the number of licenses issued was set by ordinance. Businesses are able to apply for a Public Convenience or Necessity Review to exceed those limits on a case-by-case basis. Amending the Los Angeles Municipal Code to increase these limits across the board would require approval of Council and Mayor.
32	Start a devoted team for communication and logistics in intra-departmental and state agency matters.	5 - New Proposal	No	N/A - Department did not submit budget request	A dedicated communications team for interdepartmental logistics has not been previously considered.
33	Get the complaint/knowledge portal to completion and add it to the My311 app.	2 - Currently Underway (department is working to implement proposal)	No	N/A - Department did not submit budget request	The Department has its own compliant portal on the DCR website. The Department will begin to work with the Information Technology Agency (ITA) to evaluate the feasibility of integrating it with My311 app.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
CITY ADMINISTRATIVE OFFICER					
34	Create transparency in CAO contract negotiations with city employee unions.	5 - New Proposal	No	NOT included in 2020-21 Proposed Budget	The contract negotiation process is confidential. The results of those negotiations are shared publicly through the City Council for review, comment, and approval.
35	Ensure Departmental fee structures capture the full cost of services provided.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	Full cost recovery for fees is included in City's Financial Policies. The CAO is currently identifying fees that need to be reviewed and updated.
36	Study implementation of a vacancy tax as a revenue source.	4 - Pending in Council	No	N/A - Department did not submit budget request	This item is currently being studied by the CLA and CAO (C.F. 19-0623). The study, which is pending release, was also completed by the Revenue Commission.
37	Prepare City staff with opportunities to grow and assume senior positions.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	The Personnel Department currently performs succession planning services, including workforce analysis and training to prepare staff for changes in workforce. Two resolution authority positions for succession planning were added in 2015-16 and continued in each subsequent Adopted Budget. The 2020-21 Proposed Budget provides regular authority for the two positions to provide on-going succession planning work. Additionally, funds for supervisory and leadership training are provided in accordance with negotiated labor agreements.
38	Prioritize housing projects that are less-costly & commit to coming online faster.	2 - Currently Underway (Department is working to implement proposal)	No	NOT included in 2020-21 Proposed Budget	The Proposition HHH Innovative Housing Challenge, sponsored by the Mayor's Office and the Housing and Community Investment Department (HCID), addresses the concern of prioritizing housing projects that are less-costly and commit to coming online faster (C.F. 17-0090-S4). These projects were authorized \$120 million in funding commitments for approximately 979 units. Housing Challenge developers are currently securing site control and additional funding authorization will be provided in the 2020-21 Proposition HHH Project Expenditure Plan, which is approved outside of the budget process. LAHSA is also working closely with Project Roomkey to utilize vacant hotel and motel rooms during COVID-19 for temporary housing.
39	Maximize efficiencies in the funding process to speed up homeless projects.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	Executive Directive 24 expedites the construction of crisis and bridge housing within the City of Los Angeles. During 2018-19 and 2019-20, the Homeless Emergency Aid Program (HEAP) grant and the Homeless Housing Assistance and Prevention (HHAP) grant provided \$143.4 million to fund these projects and to ensure none are delayed due to a lack of funding. Funding and positions to support this effort have been provided through the end of the estimated construction period for these projects.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
40	Expand incentives for the early repayment of loans on homeless housing.	5 - New Proposal	No	NOT included in 2020-21 Proposed Budget	Developers are free to repay their permanent supportive housing loans to HCID without penalty. The loans provided by the City for affordable housing are typically structured as residual receipts loans, where the developer is only required to begin to pay back the City once the income is sufficient to support the housing development, including supportive services. Any payments outside of this structure would require the developer to make early repayments outside of their balance sheet on the profit. If the City wanted to explore incentives for this option, HCID would need to restructure its residual receipts loan program and process for auditing those loans.
41	Implement a system to connect homeless to income-restricted units.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	The Coordinated Entry System (CES) links unhoused individuals with housing options that fit the level of care needed. Housing Navigators are tasked with identifying housing for various income levels to assist in enhancing the supply of available options. Funding for this system is already provided in the City's budget for the Los Angeles Homeless Services Authority (LAHSA).
42	Ensure effective monitoring of all subsidized housing projects including TOC.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	HCID's existing Asset Management unit is responsible for monitoring all affordability covenants, including lease-up. In addition, the unit coordinates with the contractor, Urban Futures, to monitor tenant income and rents for projects with HCID loans as well as collect annual audits and insurance information, and making sure they are operating appropriately.
43	Emphasize progress in addressing homelessness through the local media.	2 - Currently Underway (Department is working to implement proposal)	No	NOT included in 2020-21 Proposed Budget	The Mayor's Office hold regular press briefings with updates on City efforts to "Confront the Crisis."
44	Advocate to provide enhanced services under the California Lanterman-Petris-Short Act for persons impaired by substance abuse psychosis.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	The City Council passed a resolution in support of the Lanterman-Petris-Short Act in July 2019. The County of Los Angeles is responsible for mental health services Countywide through the Department of Mental Health.
CITY ATTORNEY					
45	Continue stepping up efforts to address risk management and liability claims.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	This item is included in the Department's base budget. Additional staff is also recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book No. 25.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
46	Increase educational efforts with City Departments to address potential liability issues.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	Executive Directive No. 18, A Safe and Healthy Workforce and Risk Management, established the Mayor's Risk Reduction Cabinet as a Citywide effort to address risk management practices and reduce the number of liability cases. The 2020-21 Proposed Budget includes funding in the Personnel Department to support risk mitigation activities to minimize liability issues.
47	Recommend to the Mayor and City Council that consideration be given of ways that Departments and their General Managers could 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, established the Mayor's Risk Reduction Cabinet as a means to hold the Head of City Departments and Offices accountable in reducing the number of liability cases and costs through collaborative risk management efforts.
48	Continue efforts to determine ways to make the City less of a 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, established the Mayor's Risk Reduction Cabinet, which utilizes a data-driven approach to improve worker safety and mitigate risk. Efforts to meet the objectives of this cabinet include tracking each Department's litigation liabilities, workers' compensation expenditures, and overall employee wellness, in conjunction with the Risk Management Information System.
49	Expand homelessness programs including HEART (Homelessness Engagement and Response Team) 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 Department received grant funding from the County of Los Angeles to continue existing Homeless Engagement and Response Team (HEART) services. Grant funding has allowed the Department to expand operations and will sustain two HEART field teams to assist individuals experiencing homelessness or are at risk of homelessness in resolving eligible infraction citations and associated warrants, fines, and fees. The Department has indicated that it intends to seek continued grant funding. This grant funding is handled outside of the budget process.
50	Increase efforts for protection of animals, including prosecution of animal abuse cases and the lifting of the injunction against City participation in Trap, Neuter, Return (TNR).	5 - New Proposal	Yes	Included in 2019-20 Proposed Budget	The Department continues to address on-going efforts for the protection of animals and the injunction against Trap, Neuter, Return with existing resources.
51	Increase revenue generating activities, like consumer protection litigation.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Department continues to enforce unfair business laws and competition on behalf of City residents, which in turn generates revenue only to be utilized for expenses related to the enforcement of consumer protection matters.

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CITY CLERK					
52	Improve City Clerk Office knowledge of Neighborhood Council (NC) bylaws. Improve the ability to work with NCs regarding election outreach.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	NOT included in 2020-21 Proposed Budget	As a result of the City's fiscal constraints, this request was not approved for funding in the Mayor's 2020-21 Proposed Budget.
53	Devote more attention to implementing a Vote-by-Mail throughout the NC System.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	NOT included in 2020-21 Proposed Budget	As a result of the City's fiscal constraints, this request was not approved for funding in the Mayor's 2020-21 Proposed Budget.
54	Improve training of NC Board Members regarding financial responsibilities and authorities.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	In addition to the current Neighborhood Council funding trainings which include in person and regional roundtables, the Neighborhood Council funding group is also in the process of developing a series of online training videos that will assist both board members and financial officers.
55	Work with the Information Technology Agency to continue development of IT Systems for both NC Funding and NC Elections.	5 - New Proposal	No	N/A - Department did not submit budget request	Department reports that it is open to working with ITA to leverage resources and share best practices to enhance the development of IT Systems for Neighborhood Council funding and Neighborhood Council elections.
56	Incorporate financial operations of the Congress of Neighborhoods and Budget Advocates into the NC Funding portal.	5 - New Proposal	No	N/A - Department did not submit budget request	Congress of Neighborhoods and Budget Advocates accounts are administered by the Department of Neighborhood Empowerment. Moving the accounts to City Clerk will require an amendment to the Administrative Code (LAAC Sec. 5.517).
CITY PLANNING					
57	Assure that property owners are not renting on home sharing platforms without permits including rent-stabilized units. Create penalties for violations that have progressively increasing fines.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Home-Sharing Ordinance prohibits home-sharing in units subject to the Rent Stabilization Ordinance, which contains mechanisms for enforcement including escalating fines for violations. The Home-Sharing Unit in the Department of City Planning (DCP) works with various hosting platforms to ensure that they understand the requirements to comply with the Ordinance.

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58	Find a way to make sure that permitted units on home sharing platforms are renting to people 21-years old and older and create a penalty structure for violations with progressively increasing fines.	5 - New Proposal	No	N/A - Department did not submit budget request	At this time, there is no requirement within the municipal code regulating home-sharing that booking guests are aged 21 years or older; there is also no prohibition that all guests of a home-sharing booking are 21 years of age or older. As such, there is no penalty or progressive fine associated with this. In order to make this a requirement, the home-sharing ordinance would need to be amended and approved by the City Council and Mayor.
59	Analyze the costs for supporting the Home Sharing Ordinance and modify the fee structure if needed, so the program is self-sustaining.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	The DCP has utilized a contractor to evaluate the costs for the enforcement of the Home Sharing Ordinance and a potential fee structure to finance those costs. The DCP is preparing a report based on the work of the consultant.
60	Identify those areas of the City where the land has environmentally adverse conditions, causing health problems, and mitigate by planning very low-to-minimum density to avoid litigation expenses.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	The DCP is looking into broadening CUGU (Clean Up Green Up) features, with implementation via zoning in the Community Plan Updates, including Harbor Gateway Community Plan. The Community Plan Updates also evaluate land use conflicts in areas throughout the City.
61	Collaborate with the State's Division of Oil, Gas, and Geothermal Resources (DOGGR) and neighbors in Central City West to alleviate concerns involving underground oil wells.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The DCP currently has two dedicated staff assigned for this purpose. The DCP has fostered a working relationship with staff from the California Geological Energy Management Division (CalGEM) formerly known as DOGGR. If any concerns are raised by neighbors, staff will investigate them in collaboration with the City's Petroleum Administrator, the Department of Building and Safety, and City Attorney's Office.
62	Invest in artificial intelligence to automate approval of simple plans.	5 - New Proposal	No	N/A - Department did not submit budget request	The DCP is participating in the City's BuildLA initiative to improve delivery of development services through automated, centralized, and simplified planning and permitting. At this time, the Department is not utilizing artificial intelligence to approve plans but is working to streamline the planning and permitting process by leveraging technology resources.
CONTROLLER					
63	Add 5 employees to the Waste, Fraud and Abuse staff to save the City money.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	NOT included in 2020-21 Proposed Budget	As a result of the City's fiscal constraints, this request was not approved for funding in the Mayor's 2020-21 Proposed Budget.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
64	Create a uniform system for City Departments to compile data on funds spent on homeless programs.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	The Department reports that it is exploring the feasibility of implementing this proposal.
65	Advocate for policies that apply standard procedures when creating new Special Funds.	4 - Pending in Council	Yes	Included in 2020-21 Proposed Budget	The 2020-21 Proposed Budget continues two positions that are conducting a comprehensive review of the City's special funds. These positions prepared a report to Council that recommended standard procedures for creating new special funds. This report is pending Council consideration (C.F. 17-0786).
66	Form an Audit Task Force to help optimize the audit process.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	The Department reports that it is exploring the feasibility of implementing this proposal.
CONVENTION AND TOURISM DEVELOPMENT					
67	Partner with the Department of Cultural Affairs and the Neighborhood Councils to create Neighborhood Tourism Districts.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	The 2018-19 and the 2019-20 Adopted Budgets included funding for consulting services to research, analyze, and develop a long-term Tourism Master Plan (TMP) for the City of Los Angeles. The TMP will include a situational analysis of current tourism conditions and specific recommended actions to enable neighborhoods to attract more visitors and adapt to increased visitation.
68	Partner with Metro Art Los Angeles to highlight transportation artwork.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	The 2018-19 and the 2019-20 Adopted Budgets included funding for consulting services to research, analyze, and develop a long-term TMP for the City of Los Angeles. The TMP will include a set of recommendations specific to local art and culture including relevant case studies from other cities and proposed action items for implementation.
69	Collaborate with the Department of Planning the change downtown zoning so it is feasible to develop additional hotel rooms near the Convention Center.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	The DCP reports that zoning in the area of the Convention Center is addressed via the Downtown Community Planning Update, which is currently in process. Pre-existing zoning does not permit hotels, however, the Community Plan will propose an increase in capacity, thereby allowing for more floor area and increased scale of hotel uses.
70	Encourage a Downtown public 5G network.	5 - New Proposal	No	N/A - Department did not submit budget request	ITA did not submit this as a budget request.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
71	Increase funding for the Los Angeles Tourism and Convention Board (LATCB) to expand their mission.	5 - New Proposal	No	N/A - Department did not submit budget request	The City is contractually obligated to pay LATCB 1/14th of the total Transient Occupancy Tax (TOT) collected by the City each fiscal year for LATCB's role in marketing the City of Los Angeles (C-124986). Because LATCB's compensation is based on TOT receipts, LATCB is incentivized to increase their own funding by increasing tourism in the City. To increase the proportion of TOT that is paid to LATCB, LATCB's contract would need to be amended, and/or a revised compensation structure would need to be included in their next agreement with the City, which is currently being negotiated with the Department of Convention and Tourism Development.
ECONOMIC AND WORKFORCE DEVELOPMENT					
72	Fill the General Manager position that is vacant since Jan Perry's departure.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	The General Manager position is filled permanently by Carolyn Hull effective January 30, 2020.
73	Continue training and certification programs geared towards industries with high hire rates and high open job rates.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	The Economic and Workforce Development Department (EWDD) follows federal grant requirements to connect workforce training with "industry sector strategies" including industries with a high number of job openings. This item is recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), under Adult and Youth Workforce Development Programs.
74	Continue developing partnerships with the public and private sectors and expand outreach efforts to increase grant funding.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	EWDD's Workforce Development Board Annual Plan includes the on-going strategy to form public private partnerships in workforce development services. This item is recommended in the 2020-21 Proposed Budget for implementation. Please refer to the Department's Detail of Department Programs (Blue Book), under Adult and Youth Workforce Development Programs.
75	Continue to increase work placement in both the public and private sectors for youth and adults year-round.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	This item is recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book No. 21, 25, and 26.
76	Allocate funds for 4 people for the Jobs and Economic Development Incentive Zones (JEDI) Program staffing.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	NOT included in 2020-21 Proposed Budget	EWDD currently has one full time program staff as well as managerial support for the JEDI Zone program implementation .

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
77	Allocate 9 full time staff members to facilitate the Business and Loan resources and Small Business Boot Camp.	5 - New Proposal	No	N/A - Department did not submit budget request	EWDD currently has 29 positions in its Economic Development Program which directly or indirectly support business and loan assistance in the City.
78	Utilize resources that are available through HHH funds and through Special Grant Funds. Consider using some of these funds for LA:Rise.	5 - New Proposal	No	NOT included in 2020-21 Proposed Budget	Proposition HHH proceeds can only be used for construction of real property for homeless individuals. EWDD's activities do not include construction of housing. EWDD continues to utilize Special Grant Funds for employment development for vulnerable populations through the Workforce Development Board Annual Plan and the 2020-21 Proposed Budget.
79	Revamp the "Employment at EWDD" web site to include real time positions.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The "Employment at EWDD" website includes language on current job openings and links to the City's Jobs website.
80	Maintain existing Department key performance measures for 2020-21.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	EWDD's 2020-21 budget request and the 2020-21 Proposed Budget maintain existing performance measures.
81	Allocate funds for 1 full time position for detailing analytics and tracking key performance measures with actual job placement.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	EWDD follows federal grant requirements in performance measurement data and reporting. Currently, this function is being performed collaboratively among various EWDD staff, but EWDD has one vacant Project Coordinator position dedicated for this purpose.
82	Allocate funds for a city-wide public service campaign to inform citizens about Workforce Centers and the JEDI Program.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	EWDD's Business Response Unit performs community outreach and publicizes its various programs, including the WorkSource Centers and the JEDI Zone Program. This item is recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book Item No. 18.
EMERGENCY MANAGEMENT					
83	Establish a 5-year plan to ramp up the scope of the Emergency Management Department to realistically meet needs of the City of Los Angeles in the event of a major emergency.	5 - New Proposal	No	N/A - Department did not submit budget request	The Department has completed a three-year strategic plan, 2019–2022 Emergency Management Department (EMD) Strategic Plan. The Plan aligns with Mayor Garcetti's "Back to Basics" priorities, the City's Resilient Los Angeles plan, and FEMA's 2018–2022 Strategic Plan; and, provides a framework for supporting the City of Los Angeles before, during, and after disasters.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
84	Properly fund continuing upgrades of the Emergency Operations Center.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	The Proposed Budget includes funding to maintain the Department's audiovisual systems and update existing computer hardware and software.
85	Establish satellite offices, possibly in Council District Field Offices, to coordinate neighborhoods in the aftermath of an event.	5 - New Proposal	No	N/A - Department did not submit budget request	The Department currently has an alternate Emergency Operations Center at the Los Angeles Police Department's Ahmanson Recruit Training Center, an office at City Hall, and the volunteer facility in Councilmember Blumenfield's District Office in Reseda.
86	Make current resolution positions permanent.	5 - New Proposal	No	N/A - Department did not submit budget request	The Proposed Budget includes funding and resolution authority to continue eight positions.
87	Permanently fund sufficient disaster management personnel to staff the current Emergency Operations Center and satellite centers 24/7 in emergencies, rotating shifts to allow sufficient down time for maximum efficiency.	5 - New Proposal	No	N/A - Department did not submit budget request	The City's Emergency Operations Center can be activated to three levels (I, II and III). Level III is the lowest level and is staffed by EMD employees. Level II and I activations require staff from other City and outside agencies to respond.
88	Fund a fleet of stand-alone vehicles to be mobile operations centers on the ground in disasters.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	The Department did not submit a budget request for fleet vehicles. The Department submitted a report requesting two Rapid Response Vehicles that was heard and adopted by Council on March 6, 2020 (C.F. 20-0013). The Department will work with the General Services Department (GSD) to procure these vehicles.
89	Fund a shadow General Manager to assist and to cover when the General Manager is unavailable.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	The Proposed Budget includes continued funding for one Assistant General Manager resolution authority.
90	Double the staff for training and outreach programs and make them full time.	5 - New Proposal	No	N/A - Department did not submit budget request	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.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
91	Encourage all Council Districts to develop local plans out of their constituent Field Offices.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Proposed Budget includes funding and resolution authority for three Emergency Management Coordinator I positions within the Community Preparedness and Engagement Division. These positions are responsible for developing Community/Neighborhood Plans. The Division works with the Mayor's Office, City Council District Offices, and Neighborhood Councils to promote emergency preparedness.
ETHICS COMMISSION					
92	Fund regularizing one Auditor 1 position, upgrading the governmental ethics program manager to a Senior Management Analyst I, and creating and maintaining a developer database with compliance assistance regarding prohibited contributions if prohibitions are adopted.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	These items are recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book No. 9, 10, and 12.
93	Enhance the Commission's ability to enforce its mandate by returning to the original proposal by the Ethics Commissioners on developer money reform (those whose interests are the target of such reform cannot derail the reforms).	1 - Considered in Past but not Adopted	No	N/A - Department did not submit budget request	The Council adopted Ordinance No. 186477 on December 4, 2019, relative to the developer program.
94	Enhance the Commission's ability to enforce its mandate by requiring every Council District to set up and maintain a page on its website clearly showing details of all monies received and expended in connection with the Councilmembers' discretionary funds.	5 - New Proposal	No	N/A - Department did not submit budget request	To enact this proposal, the City Council would have to pass an ordinance to require this reporting, or voluntarily agree to provide this information.
95	Enhance the Commission's ability to enforce its mandate by making the necessary institutional changes to ensure that all Departments report malfeasance to the Ethics Commission and City Attorney upon discovery.	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.
96	Enhance the Commission's ability to enforce its mandate by compensating the Commission from the Matching Funds Trust Fund for the operation of the Fund.	5 - New Proposal	No	N/A - Department did not submit budget request	Charter Section 471(c)(1) requires an annual General Fund appropriation to the Public Matching Campaign Funds Trust Fund. Funds can not be withheld or transferred from this Fund for other purposes without the declaration of a fiscal emergency for 2020-21.
97	Push the City Attorney to set clear parameters and related procedures to reduce the incentive for that office to cave to lawsuits challenging treatment of ethics violations.	5 - New Proposal	No	N/A - Department did not submit budget request	City law requires the Ethics Commission to conduct confidential investigations of and enforce against violations of state and City laws regarding governmental ethics, lobbying, and campaign financing. The Ethics Commission cannot require which lawsuits the City Attorney pursues.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
98	Make the necessary regulatory changes to ensure all instances of malfeasance are punishable.	5 - New Proposal	No	N/A - Department did not submit budget request	To enact this proposal, the City Council and Mayor would need to adopt an ordinance.
99	Increase the penalties for scofflaws.	5 - New Proposal	No	N/A - Department did not submit budget request	To enact this proposal, the City Council and Mayor would need to adopt an ordinance.
100	Work with the Mayor's Office and Departments to address ways to enforce reports of potential ethics violations consistently across Departments including setting clear parameters to protect confidential personnel info.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	City law requires the Ethics Commission to conduct confidential investigations of and enforce against violations of state and City laws regarding governmental ethics, lobbying, and campaign financing.
101	Develop strategies to address ways to change the culture of hiding violations.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Ethics Commission has expanded its education of all filers and City participants.
102	Consolidate and plan for the future including proposals for Charter update.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Ethics Commission monitors law changes and future legislation and incorporates it into its required filing protocols.
103	Continue and expand its outreach to allow stakeholders' voices to be heard above the self-interest of the electeds.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Ethics Commission has expanded its education of all filers and City participants.
104	Increase its visibility.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Ethics Commission has expanded its education of all filers and City participants.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
FINANCE					
105	Continue investments in new and upgraded Enterprise Resource Planning software.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	This item is recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book No. 31.
106	Develop forecasts with various degrees of risk that will lead to contingency plans if revenues plateau or decrease.	5 - New Proposal	No	N/A - Department did not submit budget request	The Department does not perform this function. This function, without the various degrees of risk, is already performed by existing City Departments. The CAO and Controller develop revenue and expenditure forecasts. With input from City Departments, the CAO recommends necessary budgetary actions and transfers, contingent on the City's budget and financial condition.
107	Forecast future liabilities, contractual wage increases or otherwise, in financial models to give transparency to critical factors which may limit future year budget flexibility.	5 - New Proposal	No	N/A - Department did not submit budget request	The Department does not perform this function. This function is already performed by existing City Departments. The CAO and CLA, with the input of all departments, consider multiple variables in its analysis for future year budget flexibility. This analysis consists of various models due to the City Departments' diverse programs and revenue sources.
108	Create a mechanism for taxing segments of the Cannabis industry that avoid current regulations such as delivery services. Licenses and permitting could extend to businesses that operate in a "middle-man" capacity between retailer and consumer.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	Businesses that provide delivery services of cannabis products are obligated to pay business taxes for its activities in the City. The Department performs business tax discovery and audit efforts for businesses that are licensed for cannabis-related activities in California and provide business activity in the City, but do not have licenses in the City of Los Angeles.
FIRE					
109	Add 3 drill towers for a total of 4, and hire new firefighters at a rate of 200 per year for the next 3-5 years to lower long range hiring costs by \$50 million+.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	The 2020-21 provides funding for two new classes of 65 recruits for each class. Funding is also provided for a class that started in the 2019-20. This will result in approximately 195 new recruits.
110	Develop tracking metrics for calls involving homelessness to advocate for additional funds for specialized homelessness mobile units.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Department is working on implementing new technology to further enhance information available for calls, response time, and incident reporting.
111	Add more advanced trucks and helicopters.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	The Department has received funding and is working on the purchase of an EV Fire Engine.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
112	Add more advanced units for both trucks and helicopters to meet the new demands the Fire Department has to deal with.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	The Department has received funding and is working on the purchase of an EV Fire Engine.
113	Add more budget money for advanced unit firefighters.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	The 2020-21 Proposed Budget includes funding for the Advanced Provider Response Unit.
GENERAL SERVICES					
114	Advocate for changes to the hiring process to allow more seasoned employees to be hired, particularly for this Department.	5 - New Proposal	No	N/A - Department did not submit budget request	The Department's hiring process is subject to the City's Civil Service Rules.
115	Increase the City's percentage of electric cars and increase the amount of publicly available EV chargers in the downtown area.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Department will comply with the Mayor's Executive Directive No. 25 which requires that all new sedan procurement in 2021 be zero emission. Department staff continues to work on installing EV charges Citywide.
116	Increase the preventative maintenance fund in an effort to slow down more costly replacement purchases.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	In 2020, the Department was provided 10 new mechanic positions and additional \$1.2 million funding for maintenance.
117	Create a Petroleum Volatility Fund to save costs on fuel over the long run.	5 - New Proposal	No	N/A - Department did not submit budget request	The Department did not submit a budget request for this purpose but is working towards saving fuel costs through the electrification of the City's fleet.
118	Spearhead a new initiative with Information Technology to get all City requests for service in electronic form and sent to the correct Department.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Department has launched the GSD Service Portal which is a website through which City employees can submit any maintenance service requests for all Council-controlled City facilities.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
HOUSING AND COMMUNITY INVESTMENT					
119	Ensure that all vacant positions in HHH and other programs are filled with the required staff to keep the pace of affordable housing construction progressing.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	This item is recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book Nos. 20, 23, and 24.
120	Hire an increased number of staff to support the administrative and financial functions of the HHH Program to streamline the pre-construction and construction phases.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	This item is recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book Nos. 20, 23, and 24.
121	Work with the Personnel Department to periodically release certified lists to expedite the hiring process.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	The Department is working with Personnel to fill vacant positions. New Management Analyst certified lists were made available in March 2020, providing an expanded pool of candidates for the Department. The Department is also working with Personnel to issue a new bulletin for the Rehabilitation Construction Specialist classification, pending the approval of revised class specifications by Personnel.
122	Recycle the repaid HHH loans to continue building additional low-income housing.	1 - Considered in Past but not Adopted	No	N/A - Department did not submit budget request	Due to the nature of Proposition HHH projects, it may take a few years before Proposition HHH loan repayments can be used for additional low-income housing. The City will receive the first repayment this year from the accrued construction interest being repaid at permanent loan conversion, which could amount to between \$100,000 to \$200,000 per project. Potential Proposition HHH repayments/income may not be available until after Year 10, when any deferred developer fees are paid off.
123	Hire an increased number of Finance Development Officers to manage the finance staff who oversee the finance work of various units of the Department.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	This item is included in the Department's base budget and recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book Nos. 17, 18, 20, 25, and 50.
124	Hire an increased number of qualified staff to oversee the at-risk affordable housing database and track the expiring covenants to notify tenants 18 months prior to expiration date.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	This item is included in the Department's base budget.
125	Increase rent stabilization, SCEP, and other fees so the programs can continue to be self-sustaining.	4 - Pending in Council	No	N/A - Department did not submit budget request	The Mayor and Council approved a Rent Stabilization fee increase effective January 1, 2020. The Department is currently seeking authority to execute a contract for the completion of a Systematic Code Enforcement Program (SCEP) fee study. A CAO report recommending approval of the contract is waiting to be scheduled for Council. Pending the results of the fee study, the Department plans to request an increase for the SCEP fee in the last quarter of 2020.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
126	Progressively increase the fines that apply to violations of the codes, prohibiting the use of rent-stabilized units for home sharing rentals in order to retain affordable housing units.	5 - New Proposal	No	N/A - Department did not submit budget request	The fines that apply to the violations prohibiting the use of rent-stabilized units for home sharing rentals are outlined in Ordinance No. 185931. Per the Ordinance, the fine amounts shall be updated annually according to the Consumer Price Index for all urban consumers. Currently, there is a daily fine of \$500, or two times the nightly rate charged, whichever is greater, for advertising a rental unit for the purposes of short-term rental in violation of this subdivision. There is also a daily fine of \$2,000, or two times the nightly rent charged, whichever is greater, for each day of Home-Sharing activity beyond the 120-day limit in a calendar year, unless the host has a valid Extended Home-Sharing Registration. For all other violations of this subdivision, the administrative fine shall be levied according to the amounts described in Section 11.2.04(a)(2) of this code. The square footage for the use in calculating the fine shall be the amount of indoor space to which the transient guest has access. If the square footage is unable to be ascertained, it shall be deemed to be between 500 and 2,499 square feet.
INFORMATION TECHNOLOGY AGENCY					
127	Finish implementing the new Citywide Human Resources operations and payroll system.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	The contract for the new Human Resources and Payroll System (HRP) was executed in April 2020 and the project's Steering Committee, comprised of staff from ITA, the Personnel Department, the Controller's Office, and the Office of the City Administrative Officer, are guiding the system design. System implementation is planned for January 2022.
128	Refresh all end-of-life equipment in the Information Technology (IT) environment, including network routers and switches, Intrusion Prevention System and/or Intrusion Detection System, as well as firewalls and server platforms. Update out-of-date software, equipment, and systems, and spend the required money for full hardware maintenance.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	NOT included in 2020-21 Proposed Budget	ITA requested \$4.6 million in the 2020-21 Proposed Budget to replace 545 network devices that are nearing, or have exceeded, their useful life. These 545 devices represent a portion of the overall need to replace a total of 1,971 network devices in the near future, for a total cost of \$24.2 million.
129	Harden systems, perform required and recommended systems patches, and install the best up-to-date Cyber Security Packages and Anti-Virus Protections.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	NOT included in 2020-21 Proposed Budget	ITA requested \$1.8 million in the 2020-21 Proposed Budget to provide resources to strengthen and automate the City's cybersecurity. The Department has identified six items required to improve the implementation of a Citywide cybersecurity initiative as well as monitoring rapid response capabilities to address cybersecurity challenges: Item 1. LA CASE: Citywide Adaptive Security Evaluation Item 2. LACyberSafe Action Items Item 3. Web Security Gateway Solution Item 4. Security Information and Event Management Upgrade Item 5. Citywide Google Business Licenses Item 6. Secure Application Code Repository

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
130	Centralize and consolidate all IT functions of the City Departments under the ITA.	5 - New Proposal	No	N/A - Department did not submit budget request	This has been considered in the past but has never been proposed.
131	Create a centralized backup system instead of performing local backups on each individual computer.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	ITA currently has a centralized backup system. The Department does not backup at the individual computer level.
132	The ITA should be involved in the procurement and implementation process of any and all new technology acquired by City Departments to ensure efficient network integration and/or compatibility with existing infrastructure.	5 - New Proposal	No	N/A - Department did not submit budget request	This would need to be a policy decision as budgeting for information technology items is currently decentralized in the City. While ITA does administer the City's large systems, each department has their own budget for departmental information technology applications, hardware, and software. ITA is also a member of the Information Technology Oversight Committee (ITOC), which oversees all major IT decisions in the City.
133	Use virtual servers to save on hardware costs and consolidate applications to save on maintenance contracts of overlapping applications.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	ITA states that efficiencies such as this were implemented with the development of the new data center.
134	Move appropriate systems to a Cloud provider.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	ITA is evaluating cloud-hosting options for all enterprise systems which they manage. It may be done through a Software As A Service (SAAS) solution, such as with the HRP project. For smaller systems and to support other departments, ITA is developing a cloud services Request for Proposals which will provide technical support for departments to set up cloud instances and other services.
135	Status of following budget request: Funds requested for continuation of the HRP Project (Payroll System Replacement). The estimated cost is \$17 million. Currently there is \$9 million in the budget for this project and with the additional \$17 million it will total \$26 million.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	The 2020-21 Proposed Budget provides funding totaling \$8.1 million for Year Two of implementation of the Citywide, centralized human resources and payroll solution that will replace the 20-year old PaySR payroll application. The approved vendor contract assumes an 18-month implementation timeline, spanning three fiscal years (2019-20, 2020-21, and 2021-22). The total funding estimated to be required in those three fiscal years is \$33.68 million, which includes system implementation costs (\$29.3 million) as well as the first year of the on-going annual subscription costs (\$4.0 million).

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
136	Status of following budget request: Funds requested for the Critical Cyber Security Package (Response to Personnel Department Cyber Attacks). The estimated cost is \$1.85 million. This includes the Enterprise Digital Equity Program (Google Business Licenses), Cloud Access Security Broker Upgrade, Vulnerability Management and risk prioritization software and services, Zscaler licenses, and Splunk licenses relating to Personnel data breach.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	NOT included in 2020-21 Proposed Budget	ITA requested \$1.8 million in the 2020-21 Proposed Budget to provide resources to strengthen and automate the City's cybersecurity. The Department has identified six items required to improve the implementation of a Citywide cybersecurity initiative as well as monitoring rapid response capabilities to address cybersecurity challenges: Item 1. LA CASE: Citywide Adaptive Security Evaluation Item 2. LACyberSafe Action Items Item 3. Web Security Gateway Solution (\$240,000) Item 4. Security Information and Event Management Upgrade Item 5. Citywide Google Business Licenses Item 6. Secure Application Code Repository
137	Status of following budget request: Funds requested for Police Phone Replacement (VoIP). The estimated cost is \$2.25 million. Upgrade data and voice network equipment at several police stations/facilities to support Voice over Internet Protocol (VoIP). This is the 4th and final year for the LAPD VoIP implementation.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	The Proposed Budget includes one-time funding for 3,700 mobile phones and 930 Voice Over Internet Protocol (VoIP) phones. Funding will replace most desk phones for departments located at the Public Works Building, Figueroa Towers 201 and 221, the Transportation Building, and the Garland Building.
138	Status of following budget request: Funds requested for the LAPD and LAFD Radio Infrastructure Repairs Phase 3. The estimated cost is \$2.25 million. This is the 3rd year of equipment replacement needs located at various mountaintop sites. This year will be more focused on LAFD sites.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	A total of \$2.5 million is included in the 2020-21 Proposed Budget for the LAPD and Los Angeles Fire Department (LAFD) Radio Infrastructure Repairs Phase Three project.
139	Status of following budget request: Funds requested for Obsolete Equipment Replacement. The estimated cost is \$5 million. For Fiscal year 2019-20, \$900,000 was allocated.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	NOT included in 2020-21 Proposed Budget	ITA requested \$4.6 million in the 2020-21 Proposed Budget to replace 545 network devices that are nearing, or have exceeded, their useful life. These 545 devices represent a portion of the overall need to replace a total of 1,971 network devices in the near future, for a total cost of \$24.2 million.
140	Status of following budget request: LAFD Voice Radio System Replacement. The estimated cost is \$3.3 million. This is the 2nd year of the project.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	NOT included in 2020-21 Proposed Budget	This replacement project was initiated with \$3.3 million in 2019-20 for Year One of a three-year project. Funds have not been expended to date. ITA is working on the infrastructure site upgrades, which needs to be completed first before the system replacement can begin. ITA is hoping to complete three or four site upgrades in 2020-21 which would allow them to expend the original \$3.3 million authorized in 2019-20 in 2020-21.
141	Status of following budget request: Funds requested for LAFD Dispatch Console Replacement. The estimated cost is \$6.6 million.	5 - New Proposal	No	N/A - Department did not submit budget request	ITA indicates that it intends to submit a budget request for this item in the 2021-22 Proposed Budget.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
142	Status of following budget request: Funds requested for a City-wide Data Analytics Platform. The estimated cost is \$300,000.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	The Proposed Budget continues and regularizes three positions to provide support for a Citywide Data Science and Predictive Analytics Team. Contractual Services funding totaling \$300,000 is not continued.
LACERS AND LAFPP					
143	Establish a pension commission to review and analyze both LACERS & LAFPP, as suggested by Mayor Eric Garcetti.	4 - Pending in Council	No	NOT included in 2020-21 Proposed Budget	This recommendation was transmitted to the Council (C.F. 14-1184). No action has been taken on this recommendation.
144	Recognize that the \$15 billion unfunded pension liability is the most significant financial issue facing the City of Los Angeles and that the City take definable, tangible, and immediate action to address this issue.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	The 2020-21 Proposed Budget recognizes the need to address the unfunded pension liability and includes funding for the full annual required contribution to both the Los Angeles Fire and Police Pensions (LAFPP) and the Los Angeles City Employees' Retirement Systems (LACERS). This means that the City is paying both the current cost required as well as an appropriate amount of the unfunded portion. This is consistent with independent actuarial recommendations, best practices, and City policy.
145	Lower the rate of return assumptions.	2 - Currently Underway (Department is working to implement proposal)	No	Included in 2020-21 Proposed Budget	Both retirement systems are currently working on an experience study, which includes a review and recommendation for new rate of return assumptions. These assumptions will be considered by each respective board by June 30, 2020. The 2020-21 Proposed Budget Outlook assumes a 10-percent loss on investments for for the current fiscal year (2019-20).
146	Have open and continuous hiring exams to allow for more efficient hiring of the retirement systems' position classifications.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	The Personnel Department provides continuous testing methods for 98 classifications Citywide. Intermittent continuous testing is performed for nine common classifications filled at LACERS and/or LAFPP including: Accountant, Senior Personnel Analyst, Personnel Analyst, Management Analyst, Management Assistant, Senior Administrative Clerk, Programmer Analyst, Systems Analyst, and Systems Programmer.
147	Include the retirement systems in the development and implementation of the new payroll system.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	All departments, including LACERS and LAFPP, were involved in the development of the requirements that were ultimately included in the Request for Proposals (RFP) for the new HRP system. The RFP was released in July 2018. The selection panel that reviewed the RFP responses included representatives from seven departments. LACERS and LAFPP were not on the RFP evaluation panel. The contract with the selected vendor was executed in April 2020. All City departments, including LACERS and LAFPP, will be invited to attend various planning workshops to facilitate the configuration of the new system to meet the City's needs.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
NEIGHBORHOOD EMPOWERMENT					
148	Consolidate the processing of financial activities to the Office of the City Clerk for both the Congress of Neighborhoods and Budget Advocates.	5 - New Proposal	No	N/A - Department did not submit budget request	Congress of Neighborhoods and Budget Advocates accounts are administered by the Department of Neighborhood Empowerment. Moving the accounts to City Clerk will require an amendment to the Administrative Code (LAAC Sec. 5.517).
149	Implement regular Neighborhood Council (NC) member training programs on meeting protocols and methods.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	This item is recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book No. 11.
150	Establish a Workgroup of NC members to discuss NC System issues and concerns.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	Item is included in the Department's base budget. The Department encourages and engages in open discussions with Neighborhood Council leaders.
PERSONNEL					
151	Continue Anytime/Anywhere Remote testing and maintain current certification lists for all Departments.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	The 2020-21 Proposed Budget continues five positions in the Personnel Department to support Anytime Anywhere Testing.
152	Continue awareness and training regarding harassment along with MyVoiceLA.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	The Proposed Budget continues funding of \$65,000 for software licenses for the MyVoiceLA application, as well as nine positions to review and investigate harassment and discrimination complaints that are submitted via multiple methods, including the MyVoiceLA website. The Proposed Budget also continues one-time expense funding for training to provide additional support for efforts to reduce employment liability.
153	Develop better procedures to encourage and increase employee buy-in of new programs or policies.	5 - New Proposal	No	N/A - Department did not submit budget request	The recommendation identified will be considered in implementing new programs and policies.
154	Examine existing concerns regarding employee safety and come up with specific programs to address these concerns.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	The Proposed Budget adds one new Safety Engineering Associate position to support safety initiatives and conduct incident investigations and training.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
155	Ensure the request for proposal (RFP) for the new HR System properly identifies the requirements for the software and has enough specificity for the bidders to recognize the work and funds required to complete the project.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	All departments were involved in the development of the requirements that were ultimately included in the RFP for the new HRP system. The RFP was released in July 2018. The selection panel that reviewed the RFP responses included representatives from seven departments, and a contract with the selected vendor was executed in April 2020. Funding of \$8.1 million is included for this system in the 2020-21 Proposed Budget.
156	Allocate Department resources to finding and applying for grants.	5 - New Proposal	No	N/A - Department did not submit budget request	Existing staff resources may be able to perform the duties identified. The Department did not receive any grant funding in 2019-20. No additional resources for this purpose are requested in the 2020-21 Proposed Budget.
157	Review the rationale for retaining Custody Medical Care within the Personnel Department.	5 - New Proposal	No	N/A - Department did not submit budget request	Personnel provides custody medical care and occupational health services as it possesses the expertise and trained medical staff. Both custody medical care and occupational health services utilize similar position classifications and require similar expertise, which allows the Department to cross-train its staff and provide staffing levels for both programs to meet varying levels of demand. If custody medical care were to be transferred from Personnel, another existing department, such as the LAPD or a new department, will be required to provide a similar, mandated level of service, which will require similar positions utilized by Personnel.
POLICE					
158	Hire more sworn officers to fulfill staffing shortages and to eliminate the need for overtime.	5 - New Proposal	No	N/A - Department did not submit budget request	The Proposed Budget includes an increase of \$110 million in the Salaries Sworn Account to maintain a force of 10,000 sworn officers.
159	Provide funding for more training classes.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	The Department requested \$373,000 for conflict resolution training. Funding within the Department's training fund provides approximately \$1.5 million annually for training expenses.
160	Allocate \$15 million for more black and white vehicles.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	\$12.49 million is provided for the purchase of Department vehicles.
161	Allocate funds towards enhancing IT capabilities and upgrading technology and hardware.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	The Proposed Budget includes an increase of approximately \$4.84 million for technology including, but not limited to systems development, implementation, and support; hardware and software purchase, installation, and maintenance; systems coordination; and, replacement of obsolete desktop, laptop, and tablet computers.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
162	Purchase 3,400 TASERS and new holsters to replace current outdated stock.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	The Department submitted a request to replace 3,120 TASERS. The Proposed Budget includes funding for this request.
163	Provide safety Plexiglass partitions at all 21 geographic stations (~\$100,000+ each at level III protection).	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	The Proposed Budget Capital Improvement Expenditure Program (CIEP) provides \$950,000 funding to the Department for capital repairs and facility maintenance/improvements.
164	Allow LAPD to interview, test, and place potential candidates themselves in order to expedite the hiring process, which at present takes an inordinate amount of time.	5 - New Proposal	No	N/A - Department did not submit budget request	The Department did not include this proposal in its budget request. However, \$375,000 of on-going funding was approved in 2019-20 to enhance recruitment efforts by funding the Customer Relationship Module which modernizes and automates the Department's human resource management system.
165	Fully fund all civilian positions so that sworn officers can return to full-time line status in the field.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	The Proposed Budget provides funding and authority for 11 additional civilian positions. Filling of these positions are subject to the hiring freeze as mentioned in the Mayor's Belt-Tightening Memo.
166	Initiate an audit of both response times and dropped calls per division in conjunction with the basic car study being released in November.	5 - New Proposal	No	NOT included in 2020-21 Proposed Budget	The Basic Car Area Boundary Study will address various issues related to resource deployment and response times.
167	Initiate an audit of how Proposition 47 has affected both response times and petty crimes increases if any.	5 - New Proposal	No	N/A - Department did not submit budget request	This may be considered in future budget cycles should the Department determine a causal effect of Proposition 47 on response times and incidents of crime.
168	Increase funding up to \$500,000 for recruitment and retention.	5 - New Proposal	No	N/A - Department did not submit budget request	The Department is currently partnered with the Personnel Department to advertise and market for the hiring of police officers. The Proposed Budget includes an increase of \$110 million in the Salaries Sworn Account to maintain a force of 10,000 sworn officers.
169	Immediately take more drastic steps to protect the health and well-being of officers by increasing clean up and sanitizing of every division.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Department is currently utilizing base budget funding and COVID-19 specific funding to procure safety equipment.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
170	Perform an audit of all non-related City events using LAPD resources to assess full cost recovery for services rendered.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	The Proposed Budget includes two Senior Accountant Is to improve the Department's ability to collect the full cost of services provided to external customers. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book No. 39.
171	Study how the City is preparing for public safety and crowd control in major events such as the 2028 Olympics.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	This is an on-going process that the Department undertakes based upon established best practices, after action analysis, and continual assessment of resource deployment and tactical operations, as it relates to large scale and high-profile public events.
172	Provide training to first responders in how to handle individuals with mental illness.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	Training is currently provided to all sworn officers relative to responding to the mentally ill.
BOARD OF PUBLIC WORKS					
173	Hire Fund Manager(s) for compliance and effective management of Special Funds or evaluate how to utilize existing staff to accomplish these tasks in an efficient manner.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	NOT included in 2020-21 Proposed Budget	The Board of Public Works (BPW) has a Public Works Trust Fund fund manager. The BPW requested additional fund support for SB 1 and the Public Works Trust Fund.
174	Centralize procurement and grants management.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	NOT included in 2020-21 Proposed Budget	The BPW requested one Management Analyst for centralized contract management and one Accounting Clerk for centralized Procurement Support.
175	Encourage continued Board oversight of Department operations.	5 - New Proposal	No	N/A - Department did not submit budget request	The Department did not submit a request regarding Board oversight of Department operations.
176	Form a task force to improve the evaluation of the Department's operational performance.	5 - New Proposal	No	N/A - Department did not submit budget request	The Department did not submit a request to form a task force to improve the Department's operational performance.
177	Support the Risk Management Task Force to limit, ideally eliminate, liability exposure throughout the Department.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	This item is recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book No. 26.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
178	Establish another Office of Community Beautification warehouse in the Valley.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	NOT included in 2020-21 Proposed Budget	The BPW requested one Warehouse and Toolroom Worker II. At the time of the request, the Department had not received Council approval or funding and had not yet found a location for the second warehouse.
179	Support approval and funding for internships.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	This item is recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book No. 15.
BUREAU OF ENGINEERING					
180	Ensure outreach for capital projects connects with all community groups and stakeholders.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	Outreach is normally conducted on all of the City's large capital projects.
181	For the Taylor Yard project, create a barrier, hedge or wall, along the railroad tracks to keep the speeding trains from blowing the contaminated dust into the environment.	5 - New Proposal	No	N/A - Department did not submit budget request	Dust suppressant is applied annually to the site, per Department of Toxic Substances Control (DTSC) recommendation for controlling dust.
182	For the Taylor Yard project, place air quality electronic monitors at nearby schools, on the grounds of El Rio de Los Angeles State Park, and on the River Park residential complex adjacent to Parcel G2 for measuring the amount of pollutants and alert the students and visitors as to the site's level of contamination exposure for their precaution and safety.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	Discussions are on-going with DTSC and the Air Quality Management District (AQMD) to determine appropriate roll out of air quality monitors to be paid with existing project funds.
183	For the Taylor Yard project, find an alternative method besides using retardant dust offered by Department of Toxic Substances Control for repressing the contamination.	5 - New Proposal	No	N/A - Department did not submit budget request	The Bureau of Engineering (BOE) is following the direction of the site's regulatory oversight agency, DTSC.
184	For the Taylor Yard project, place alert signage, with listings of the on-site levels of contaminants, along the pedestrian hiking paths on both sides of the Los Angeles River within 1,000 ft. radius from Parcel G2 including along the fence of Rio de Los Angeles State Park, and school sites.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	NOT included in 2020-21 Proposed Budget	Existing signage around the site are in place. Funding to install additional signage and repair/replace existing signage has been requested. As a result of the City's fiscal constraints, this request was not approved for funding in the Mayor's 2020-21 Proposed Budget.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
185	For the Taylor Yard project, eliminate the use of vapor extraction of contaminants even though some agencies approve of the strategy.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	The vapor extraction system at Taylor Yard G2 is currently not active.
186	For the Taylor Yard project, alert (via canvassing) the adjacent public schools and community when extracting contaminants.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	Appropriate community and stakeholder noticing will be done prior to commencement of remediation activities, anticipated for late 2021. The BOE receives site clean-up funds through various grants and an allowance is made within those grants for necessary public outreach.
BUREAU OF SANITATION					
187	Deployment of additional trash bins around encampments and provide resources and services for individuals experiencing homelessness in the hygiene centers in each region.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	This item is recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book No. 41.
188	Fund 13 trucks for collection of hazardous waste from RV's occupied by individuals experiencing homelessness in all regions in the City.	5 - New Proposal	No	N/A - department did not submit budget request	The Bureau of Sanitation currently utilizes contracts for the collection of hazardous waste from the homeless population living in RVs.
189	Use the General Fund immediately to implement rodent abatement and invest in preventative services.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Bureau of Sanitation is currently working as part of the Mayor's Public Health Task Force to address best management practices for rodent abatement.
190	Invest in real-time technology in order to provide services more efficiently.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2019-20 Proposed Budget	The Bureau of Sanitation currently utilizes data gathered from homelessness clean-ups to determine which sites are a priority. This data set is updated daily. This item is recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book No. 45.
191	Provide civil testing frequently in order to fill vacancies expeditiously.	2 - Currently Underway (Department is working to implement proposal)	No	N/A - Department did not submit budget request	Although the Bureau of Sanitation can request a new exam, it is the Personnel Department who is responsible for administering the exams.
192	Expand use of new technology for logistics, routing, and communication to increase efficiency and to reduce response time.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Bureau of Sanitation currently utilizes data gathered from homelessness clean-ups to determine which sites are a priority. This data set is updated daily.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
193	Make franchise haulers accountable for program outcomes and customer satisfaction through progressive procedures up to and including liquidated damages.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Bureau of Sanitation is currently working on solutions to ensure haulers are accountable.
194	Establish a reward system and implement suitable penalties in order to enforce municipal codes.	2 - Currently Underway (department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Bureau of Sanitation is currently working on solutions to increase the effectiveness of current reward programs.
195	Work together with other cities to reduce solid waste and address other problems.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Bureau of Sanitation is currently working on programs to help decrease the amount of solid waste and meet its recycling goals.
196	Address the high number of vacancies within the Department.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Bureau of Sanitation continues to hire as expeditiously as possible given current exams and eligible lists.
197	Accelerate implementation of the Zero-Waste and Curb Your Food Waste LA Programs.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Bureau of Sanitation is currently working on programs to help decrease the amount of solid waste and meet its recycling goals.
198	Actively pursue development of local recycling plants and markets.	2 - Currently Underway (Department is working to implement proposal)	No	Included in 2019-20 Proposed Budget	The Bureau of Sanitation is looking into ways to promote the development of local recycling plants and markets.
199	Seek additional markets for green waste.	2 - Currently Underway (Department is working to implement proposal)	Yes	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 of Sanitation provides free mulch for pick up to City residents at Lopez Canyon.
200	Expand organics recycling for homes and businesses.	3 - Pending in Budget (Department submitted proposal in 2020-21 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). Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book No. 33.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
201	Develop and apply technology to filter pesticides, herbicides, prescription medication, and micro-plastics out of the City's water and sewage systems.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Bureau of Sanitation currently operates an Advanced Water Purification Facility (AWPF) at the Terminal Island Water Reclamation Plant that produces 12 million gallons per day (MGD) of treated 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.
202	Continue the shift to electric vehicles.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	The Bureau of Sanitation is planning to replace 22 non-heavy duty vehicles with electric or electric hybrid models.
203	Prioritize programs that will enhance the City's resilience in the event of an emergency.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Bureau of Sanitation, along with all City departments, regularly updates its Continuity of Operations Plan should an emergency occur.
204	Expedite the Mayor's push to recycle 100-percent of the City's wastewater by 2035.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	The Proposed Budget continues funding and resolution authority for eight positions to staff the Bureau of Sanitation'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 MGD of recycled water that will be distributed to the Los Angeles International Airport. The Bureau of Sanitation 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.
205	Expedite the Mayor's push to source 50-percent of the water for Los Angeles locally by 2035 and cut purchases of imported water by 50-percent by 2025 by expanding water capture and recycling and increasing effective water conservation by residents, businesses, and the City itself.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Bureau of Sanitation is working with the Los Angeles Department of Water and Power (LADWP) to continue the development of strategies and projects that will enable the City to reach the Mayor's goals.
206	Fund positions necessary to increase clean water oversight at businesses, including the rapidly expanding cannabis industry.	5 - New Proposal	No	NOT included in 2020-21 Proposed Budget	The Bureau of Sanitation submitted a proposal for positions to inspect businesses for stormwater discharge compliance. This proposal was not included as the necessary fee required has not been approved by the Mayor's Office or Council.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
207	Expand sourcing funds and partners to accelerate watershed improvements.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2019-20 Proposed Budget	The Bureau of Sanitation is currently working with several agencies in order to meet compliance deadlines within the various watersheds through the use of Measure W funds and state and federal grants. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book Nos. 18,19, and 21-23.
208	Continue to fund innovation internally, through the Mayor's Office discretionary funds and through specialized programs at the state and national level.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Bureau of Sanitation continues to work with the Mayor's Office on this issue.
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 2020-21 budget request)	Yes	Included in 2020-21 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. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book Nos. 24 and 26.
210	Expand education for residential stakeholders, condominium owners, and businesses on water reclamation and conservation.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	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 of Sanitation'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 multifamily properties on recycling and environmental stewardship.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
BUREAU OF STREET LIGHTING					
211	Add more dedicated staffing for combatting copper wire theft.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	The Bureau of Street Lighting (BSL) requested six additional positions to address this workload. Three of these positions are recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book No. 33.
212	Increase the amount of faster high-speed EV chargers on streetlights in consultation with Neighborhood Councils.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	The BSL requested six continuing positions to install 150 additional EV charging stations in 2020-21. Three previously unfunded positions are not continued. Three continuing positions are recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book No. 24.
213	Expand the Smart City program to include more sensor types and create more public-private partnerships to provide services for residents.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	NOT included in 2020-21 Proposed Budget	The BSL submitted a request for additional resources for Smart City Initiatives, including funding to purchase sensors, but it was not included. Four continuing positions are recommended for Smart City Initiatives in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book No. 14.
214	Explore licensing options for revenue generation.	5 - New Proposal	No	N/A - Department did not submit budget request	The BSL did not submit this as a budget request.
215	Add a dedicated employee for monitoring the Smart City sensor program.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	This item is recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book No. 14.
216	Start a "Smart Banner" pilot project to place smart banners (small digital displays) near public transit to increase information to residents.	5 - New Proposal	No	N/A - Department did not submit budget request	The BSL did not submit this as a budget request.

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No.	2020 White Paper Recommendation	Category	Submitted with 2020-21 Budget Request	Status of 2020-21 Budget Request	CAO Feedback
BUREAU OF STREET SERVICES					
217	Provide the public with evidence that programs are being run in the most cost-effective manner possible (Controller 2014 audit follow up).	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Bureau of Street Services (BSS) has engaged professionals in conducting a top-to-bottom assessment of all major programs to identify opportunities for: work-flow optimizations, incorporation of new technology and innovations, and on-going performance assessments. BSS has taken a two-prong approach: (1) making information publicly available through improvements to its website and (2) inviting stakeholders to engage with the BSS leadership to provide input into future work plans.
218	Provide Street Network data by Neighborhood Council area to allow residents to better understand how programs and services effect our neighborhoods.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	Information is publicly available on the BSS webpage for the resurfacing programs using a map-based portal and for the tree inventory work listed by Neighborhood Councils. The "road repair" portal provides past years' resurfacing work along the entire street network, with the goal of providing up to five years of proposed future resurfacing work. The map can be displayed by Council District but can not yet be sorted by Neighborhood Council.
219	Support the StreetsLA Stakeholder Advisory Committee and ensure this effort results in meaningful input into resource allocation decision-making and operational oversight.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	BSS has had meetings of the new Stakeholder Advisory Council, to offer initial feedback into the priorities of the Bureau and into specific program designs, such as the Sidewalk and Transit Amenities Program. While there is no budget line item for the Advisory Council, BSS has recently filled a Service Coordinator position to serve as a Community Engagement Manager. This position provides specific capacity for more consistent engagement of the Advisory Council.
220	Support a StreetsLA Executive Dashboard.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Executive dashboard is live and can be found here (https://streetsla.lacity.org/dashboard). This dashboard is updated in near real-time, allowing the public to see and monitor progress towards BSS committed deliverables, across 16 different metrics involving the full range of Bureau activities.
221	Support street vending enforcement legislation.	5 - New Proposal	No	N/A - Department did not submit budget request	State legislative matters are the purview of the Mayor's Office, and BSS advised that they will remain available to provide any background necessary for the City to advocate for its interests. The Council has taken various actions to guide the enforcement of the Sidewalk and Park Vending Program, and BSS will continue to follow the direction of the Mayor and Council.
222	Support expanded street sweeping by staggering weekly sweeps (double the percentage of streets swept).	5 - New Proposal	No	N/A - Department did not submit budget request	The Bureau of Street Services requested to perform an optimization study before implementing any changes to the street sweeping program and routes.

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223	Support small area street and sidewalk repair projects, anchor location repair, and other innovative ways to improve public safety.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	This item is recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book No. 36.
224	Support urban forest initiatives including the Urban Forest Management Plan, street tree inventory, street tree work management system using the Recreation and Parks software, and 7-year cycle tree trimming goal.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	NOT included in 2020-21 Proposed Budget	There was \$2.0 million provided in the 2019-20 budget for this activity. The Bureau requested an additional \$250,000 in 2020-21 to complete the inventory, this request was denied.
TRANSPORTATION					
225	Provide the public with evidence that programs are being run in the most cost-effective manner possible (Controller 2015 traffic control audit for special events follow up and improved performance metrics).	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Los Angeles Department of Transportation (LADOT) submitted changes and comments in response to the 2015 Controller audit. No findings have been made since that time. LADOT regularly submits reports to the Transportation Committee regarding programs and performance metrics. All reports can be found in Council File Index.
226	Eliminate the 20-percent staff vacancy rate.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	The Department has an on-going effort to reduce its vacancy rate. In 2019-20 the vacancy rate is no longer at 20-percent.
227	Develop data tools to monitor and provide feedback to stakeholders including service request tracking.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2019-20 Proposed Budget	MyLADOT currently allows for feedback from those who enter service requests into the system.
228	Prioritize District Office support and efforts to eliminate the service request backlog.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	This item is recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book No. 63.
229	Establish benchmarks and metrics for timely District Office evaluation of projects and field office implementation.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	This item is recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book No. 59. LADOT has benchmarks and metrics for timely evaluation of projects and field office implementation.
230	Support funding for basic transportation infrastructure projects and work with Neighborhood Councils through District Offices for timely review and implementation of service requests.	2 - Currently Underway (Department is working to implement proposal)	Yes	Included in 2020-21 Proposed Budget	All LADOT departmental and special purpose fund appropriation budget requests support transportation infrastructure. This includes Vision Zero, speed humps, bicycle and pedestrian projects, traffic signals, the Automated Traffic Surveillance and Control (ATSAC), carshare programs, and the associated maintenance. LADOT works closely with Council Offices and the public when implementing new, significant infrastructure projects.

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231	Support funding for speed surveys every seven years to allow for ongoing traffic enforcement.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	This item is recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book No. 62.
232	Support enforcement of Dockless Mobility Program rules in our neighborhoods.	3 - Pending in Budget (Department submitted proposal in 2020-21 budget request)	Yes	Included in 2020-21 Proposed Budget	This item is recommended in the 2020-21 Proposed Budget. Please refer to the Department's Detail of Department Programs (Blue Book), Blue Book No. 29.