Commission-Approved Non Charter Recommendations

Appendix:

A. CIP ordinance
B. Ordinance with Deportation defense counsel
C. Jubilee Reforms
D. Freedman's Bureau Reforms/ LEAP Reforms
E. Black Workers Center Recommendations (Personnel)
F. Procurement ordinances
G. Best Value in competitive bid 371(a)

Appendix A.

The commission recommends that the following section be implemented by ordinance:

Section 1. Multi-Year Capital Planning and Funding Commitment.

(a) Planning Horizon.
The CIP shall cover a minimum of five (5) fiscal years

The CIP shall be adopted biennially in conjunction with the adoption of the two-year operating budget. In the alternating year in which a new CIP is not adopted, the City Council shall conduct a public review of the existing CIP and may adopt technical adjustments consistent with subsection (b).

(b) Binding First Year; Committed Out-Years.

1. The first and second fiscal year of the CIP shall be adopted as part of the biennial budget and shall constitute a legal appropriation.

2. Fiscal years three through five shall constitute approved capital commitments for projects designated as funded. Projects designated as partially funded or planned but unfunded in the out-years may be reprioritized or deferred during biennial updates or alternating-year technical reviews without triggering Section 5(c), provided that such changes are publicly disclosed. This should occur similar to the Financial Status Report (FSR) process.

3. Projects designated as funded in years three through five may not be removed or materially altered except as provided in Section 5 of this Article. This should occur similar to the Financial Status Report (FSR) process.

(c) Identified Funding Sources.
Each project shall identify specific funding sources, including but not limited to general obligation bonds, revenue bonds, dedicated taxes, grants, development impact fees, enterprise funds, or pay-as-you-go revenues.

Projects may be included in the CIP as fully funded, partially funded, or planned but currently unfunded, provided that the funding status is clearly disclosed.

Unfunded or partially funded projects shall identify potential or anticipated funding strategies where feasible.

(d) Fiscal Sustainability Certification.
Prior to adoption, the Chief Financial Officer (CFO) shall certify that the CIP is fiscally sustainable within the City's long-term financial forecast.

Fiscal sustainability certification shall include analysis of projected debt ratios, operating cost impacts, reserve policy compliance, and consistency with adopted financial policies.

Section 2. Lifecycle Cost and Operating Impact Requirements.

(a) Full Lifecycle Cost Disclosure.
No capital project shall be included in the CIP without a documented estimate of:

1. Total project delivery cost (design, land acquisition, construction, contingencies);
2. Annual operating and maintenance costs;
3. Major maintenance and capital renewal costs over the useful life of the asset;
4. Estimated replacement timeline and cost;
5. Decommissioning or disposal costs, if applicable.

(b) Operating Budget Integration.
Any project that creates new or expanded facilities, services, or infrastructure shall include a five-year projection of operating impacts. The Capital Planning Steering Committee (CPSC) shall not recommend implementation or appropriation of any project unless sufficient operating revenues are identified or planned to sustain the asset.

Projects may be included in the CIP for planning or design purposes prior to full identification of operating revenues, provided that construction or implementation shall not proceed without demonstrated operating sustainability.

Operating impact projections shall specifically identify costs within each year of the two-year adopted operating budget and the projected impacts in the subsequent forecast years.

(c) Asset Management Alignment.
All capital planning shall prioritize maintenance and replacement of existing assets before expansion, except where otherwise justified.

Section 3. Alignment with Operating Budget and Long-Term Financial Plan.

(a) Coordinated Budget Adoption.
The first two years of the CIP shall be adopted concurrently with the City’s biennial operating budget.

(b) Long-Term Financial Forecast.
The CIP shall be supported by a rolling five-year financial forecast demonstrating:

1. Revenue capacity;

2. Debt affordability;

3. Operating impacts;

4. Reserve policy compliance.

(c) Prohibition on Unfunded Mandates.
No capital project shall be appropriated for construction or full implementation without identification of a funding source sufficient to complete the project and sustain ongoing operations. The inclusion of a project in the CIP shall not, by itself, constitute authorization for construction or financial obligation beyond the level of funding appropriated in the adopted biennial budget.

Section 4. Transparent Criteria for Project Inclusion, Prioritization, and Removal.

(a) Objective Evaluation Criteria.
All proposed capital projects shall be evaluated by the Capital Planning Steering Committee (CPSC), chaired by the Director of Public Works, using publicly adopted criteria, which shall include, at minimum:

1. Public health and safety impacts;

2. Legal or regulatory mandates;

3. State of repair and asset condition;

4. Alignment with the Comprehensive Plan and adopted strategic plans including the Mobility Plan, Parks Needs Assessment, and Community Plans;

5. Equity and geographic distribution considerations;

6. Environmental sustainability and climate resilience;

7. Operating cost implications;

8. Availability of external funding;

9. Community benefit and service impact.

(b) Public Scoring and Ranking.
Each project shall receive a documented score based on the adopted criteria. Scores and rankings shall be published prior to CIP adoption.

The CIP shall clearly categorize projects as: (1) Fully Funded; (2) Partially Funded; (3) Planned but Unfunded.

Such designation shall be published alongside project scores and rankings.

(c) Addition or Removal of Projects.
A project may be added, removed, or materially modified outside of biennial adoption CIP process only by ordinance and only upon:

1. Written fiscal impact analysis;

2. Public hearing;

3. Recommendation from the Capital Planning Steering Committee established in Section 7;

4. Statement of findings explaining the reason for deviation from prior rankings or commitments.

Section 5. Phased and Conditional Project Authorization.

(a) Phasing for projects

Capital projects may be approved in phases, including planning, design, property acquisition, or construction phases.

Appropriation for a subsequent phase shall require confirmation of available funding for that phase.

Inclusion of a later construction phase in the CIP shall not obligate the City to appropriate funds until funding is secured and operating impacts are certified.

(b) Strategic Opportunity Projects

The CIP may include a category of "Strategic Opportunity Projects" for projects that are contingent upon receipt of grants, voter authorization of bonds, public-private partnerships, or other external funding. Such projects shall not proceed without formal funding approval by ordinance and appropriation in the adopted biennial budget.

Section 6. Capital Planning Steering Committee (CPSC).

(a) Establishment.
A Capital Planning Steering Committee ("CPSC") is hereby established.

(b) Convening Authority.
The CPSC shall be convened and chaired by the Director of Public Works.

(c) Membership.
The CPSC must include representatives from all departments and bureaus that:

1. Plan for physical assets, infrastructure, and buildings;

2. Construct or deliver capital projects;

3. Maintain or operate public facilities and infrastructure;

4. Conduct long-range land use planning;

5. Prepare financial forecasts or manage municipal debt.

The Mayor and City Council may designate additional members as necessary to ensure cross-functional coordination.

(d) Duties.
The CPSC shall:

1. Develop and maintain standardized capital project submission requirements;

2. Require full lifecycle cost analysis for all proposed projects;
3. Conduct outreach and engagement including public hearings;
4. Evaluate operating impacts and long-term maintenance obligations;

5. Ensure consistency with the Comprehensive Plan and long-range land use plans;

6. Review project readiness and feasibility;

7. Apply the adopted project evaluation criteria described in Section 5;

8. Prepare a recommended, fiscally constrained draft CIP for public review. The draft CIP may include unfunded or partially funded projects for planning, sequencing, or strategic purposes, provided that funding status is clearly identified and fiscal impacts are disclosed;
9. Recommend a prioritized CIP to the Mayor and City Council;

10. Review proposed amendments to the CIP.

(e) Asset Management Integration.
The CPSC shall prioritize maintenance, rehabilitation, and replacement of existing assets before expansion of new facilities, except where otherwise justified.

(f) Transparency.
The CPSC shall publish its scoring methodology, project evaluations, and draft recommendations prior to submission.

Section 7. Transparency and Public Reporting.

(a) Public Access.
The CIP, scoring criteria, project rankings, lifecycle analyses, funding sources, and status reports shall be published on the City's website in a searchable format and include a regularly updated GIS enabled map of all CIP projects.

The city shall make sure public facing CIP material and outreach materials also includes multilingual information and wayfinding support to affected cultural neighborhoods.

(b) Quarterly Reporting.
The Director of Public Works shall provide quarterly reports detailing:

1. Project status;
2. Budget performance;
3. Schedule performance;
4. Change orders;
5. Emerging fiscal risks.

(c) Performance Metrics.
The CIP shall include measurable performance indicators for major projects.

Emergency amendments shall be limited to projects directly related to the declared emergency and shall not be used to reprioritize unrelated capital projects. Emergency amendments require declaration and approval by the Mayor or City Council.

Appendix B.

The Charter Reform Commission recommends the City Council create the following ordinance relating to Deportation Defense Counsel:

Deportation Defense Counsel:

Create an ordinance that establishes deportation defense with a budget allocation that is similar in design to the Right to Counsel for Eviction Proceedings Ordinance. Within this, the Commission also recommends this ordinance include provisions for ensuring :

1. There is sufficient funding allocated for this to be provided to Angelenos effectively
2. Requires the City Council to reevaluate the funding allocation periodically

This recommendation creates the need for a new section of the Municipal Code.

Similarly to how the Right to Counsel for Eviction Proceedings Ordinance was added to the LAMC Chapter XVI: Housing Regulations as Article 6. The Commission recommends the City Council place the "Right to Counsel for Deportation Defense Ordinance" in LAMC Chapter V: Public Safety and Protection by creating a new Article, Article 10.

Appendix C.

The Charter Reform Commission recommends the LA City Council continues to address:

Jubilee Reforms

1. Recognizing that public accountability mechanisms must be accompanied by structural measures designed to:
    a. Prevent the accumulation of generational inequities;
    b. Promote lawful, job-related access to employment opportunity;
    c. Align public resources toward poverty reduction and long-term community stability;
    d. Ensure transparency in institutional practices that impact economic mobility and civic participation.

2. Affirming that:
    a. Oversight bodies, audit systems, inspector general functions, and transparency requirements are essential safeguards;
    b. Such mechanisms are not substitutes for structural correction;
    c. Charter reform should integrate both procedural accountability and structural restoration measures to ensure meaningful transformation.

3. Evaluating reforms that strengthen:
    a. Workforce modernization consistent with validated and job-related selection practices;
    b. Data transparency and adverse impact monitoring;
    c. Budgetary alignment that supports prevention-based public safety strategies;
    d. Institutional policies that reduce unnecessary system contact through opportunity expansion.

4. Examining policies that:
    a. Prevent inequities from compounding across generations.
    b. Encourage lawful corrective measures consistent with state and federal constitutional requirements.
    c. Embed restoration and renewal as enduring civic commitments.

5. Declaring:
    a. Freedom proclaimed must be matched by freedom realized.
    b. Accountability is strengthened when embedded within restored systems.
    c. Public safety is sustained not solely through enforcement, but through opportunity, stability, and equitable access to civic life.

Appendix D.

The Charter Reform Commission recommends the LA City Council continues to address:

Freedman's Bureau (L.E.A.P.) Reforms:

1. Establish a Los Angeles Freedmen's Bureau
    a. Within this:
        i. Policy Coordination: Coordinate City policies and programs impacting American Freedmen across housing, health, education, workforce development, business and economic development, and human services.
        ii. Data & Accountability: Collect, analyze, and publish data related to disparities affecting American Freedmen within Los Angeles.
        iii. Program Design & Oversight: Develop and oversee lineage-based remedial programs consistent with City, State, and federal law.
        iv. Intergovernmental Alignment: Align municipal efforts with state and federal initiatives, including any future California American Freedmen Affairs Agency.
        v. Community Engagement: Serve as a formal liaison between the City and American Freedmen community stakeholders.
    b. This Bureau is intended to serve as a permanent municipal institution tasked with addressing the intergenerational consequences of slavery and its afterlives within the City of Los Angeles. Modeled in part on the historic federal Freedmen's Bureau and informed by contemporary state-level efforts, the Bureau would coordinate policy across housing, education, health, workforce development, and economic advancement.
2. Formally recognize the concept of lineage in the LA City Charter as a governing principle for equity-based policy design and implementation
    a. Within this:
        i. Authorize the use of lineage-based criteria in the design, implementation, and evaluation of remedial programs.
        ii. Distinguish lineage-based eligibility from general racial or ethnic classifications to ensure precision and legal durability.
        iii. Require alignment of City equity initiatives with historically accurate assessments of harm and responsibility.
    b. Lineage is a neutral, administrable, and constitutionally sound concept that allows the government to address specific historic harms tied to legally defined populations without reliance on race alone. In Los Angeles, lineage recognition is essential to ensuring that equity-based policies are: targeted, rather than overly broad, remedial, rather than symbolic, and durable, rather than vulnerable to legal challenge.

Appendix E.

The Charter Reform Commission strongly recommends that during the City's meet and confer process with the labor partners and organizations they include the six Black Workers Center recommendations;

1. Modernization of Civil Service Hiring Methods
    a. Enable the City to use modern, job-related assessment tools for civil service applicants while maintaining merit principles and validated hiring practices.
2. Public Service Career Pathways
    a. Recognize that access to public employment promotes economic opportunity, community stability, and effective delivery of public services. The City shall support development of workforce pathways that prepare residents for civil service careers. These pathways may include partnerships with labor organizations, educational institutions, workforce development programs, and community-based organizations. Establish a policy commitment and shall not be construed to require any specific appropriation, funding level, or program structure.
3. Inclusive Recruitment and Outreach
    a. Public employment and contracting opportunities are often unevenly distributed due to information gaps, limited recruitment, and longstanding disinvestment and exclusion. Expanding outreach ensures that qualified applicants, contractors, and small businesses throughout the City are informed about and able to compete for these opportunities. Inclusive recruitment refers to outreach that expands awareness among historically disenfranchised and vulnerable communities, as defined by the City's repair and equity frameworks.
4. Workforce Access and Transparency
    a. Promote fair and transparent practices in recruitment, hiring, retention, and contracting across the civil service system, while supporting access to public employment for historically disenfranchised and vulnerable communities identified through the City's repair and equity frameworks. Departments are encouraged to identify and address structural barriers that may limit access to public employment or City contracting.
5. Workforce Equity Commission
    a. Establish an advisory body to review workforce access policies and promote transparency in recruitment, hiring, retention, and contracting within the City.
        i. The Commission will provide oversight and public transparency without interfering in administrative hiring, personnel, or contracting decisions. An advisory structure preserves departmental authority and enables regular policy review and community engagement. Commission membership should represent labor, personnel, and impacted communities, with flexibility in appointments.

6. Workforce Equity Audits
    a. Establish regular reviews of workforce access and employment practices to ensure transparency and identify potential structural barriers within the City's recruitment, hiring, promotion, retention, and contracting systems.

Appendix F.

The Charter Reform Commission recommends that the LA City Council create the following changes by ordinance:

Small Business Preference (Public Works)

Create an ordinance that would allow for a mandatory small business participation requirement for small contracts at the community level.

Broaden ability to sole source contract with OEMs for critical equipment repairs, services and software (LADWP, LAWA)

LAAC Section 10.15(a)(7). To incorporate the charter change made to 371(e)(7), there is a corresponding administrative code change that will need to occur in LAAC Sec. 10.15(a)(7):

Contracts for equipment repairs, services or parts obtained from the manufacturer of the equipment or its exclusive agent, including software that is only offered by one vendor.

Allow advanced payments for long-lead time equipment and critical infrastructure to secure production (LADWP)

LAAC Section 5.47(a)

No payment shall be made from the City treasury or out of the funds of the City unless the same be authorized by law or the Charter or unless the demand which is paid be duly audited as provided in the Charter. The Controller may, however, approve advance payments for any goods or services which are customarily required to be paid for in advance and which it is not possible to acquire without advance payment, including: software licenses; computer hardware and software maintenance; long lead-time equipment critical to infrastructure projects to secure spot in queue; air travel and other transportation costs; hotel reservations; subscriptions for periodicals, magazines and other publications; telephone bills (other than usage charges); fees for alternate dispute resolution; catering or food services; services performed through grants and General City Purpose agreements awarded by the City; insurance premiums; State Bar dues; and payments to the private entity under contract to manage, operate and maintain the Los Angeles Convention Center. The Controller shall report on a quarterly basis to the Mayor and Council on all such advance payments.

Appendix G.

The Commission considers "Best Value" to include equitable hiring decisions, prevailing wage standards, workforce development, local hire goals, apprenticeship training, and project labor agreements.