

Building Trust in City Hall

The Budget Advocates' Approach for Fiscal Year 2016/17

It starts with neighborhoods: The establishment of the Neighborhood Council system was a transformational first step. Mayor Garcetti talked about building trust in City Hall when he spoke at the Congress of Neighborhoods in September of 2015.

The Budget Advocates echo the concerns of our stakeholders over decreased level of services and their increased cost. Residents are questioning liability exposure and large settlements, inefficient personnel procedures and practices, lack of stakeholder input, failure to incorporate up-to-date technology and system consolidations, as well as the dearth of interdepartmental communication and cooperation. In addition, apprehension continues to increase over failures in the City's infrastructure.

How will we make Los Angeles sustainable, with choices that allow the City and its populace to continue thriving into future generations? How can we make Los Angeles resilient, ensuring the City can survive in an emergency or natural disaster without the need to rely on outside resources, specifically with regards to energy, infrastructure, medical help, water and food?

An enhanced culture of inter-departmental support and collaboration, including labor, would boost services to constituents, reduce jurisdictional confusion, encourage increased joint efforts and the personal alliances needed to increase efficiency and respond more proactively to stakeholder needs. This would also provide the transparency desired by Angelenos to demonstrate that our elected representatives work for us.

This paper focuses on six key topics – infrastructure, homelessness, education, transportation, sustainability/resilience and transparency – that will require departments to work together to achieve the long-term goals necessary to address Angelenos' deeply-held concerns and fears.

RECOMMENDATIONS

A. Infrastructure & Long-range Planning: Require a five-year budget as well as ten-year and 30-year projections from each department. The City must develop an 85-year plan on all infrastructure and its maintenance, upgrades, renovations/replacements and operating expenditures, enumerating overall costs and projected timeline requirements. The City should also address the relevant recommendations of the Los Angeles 2020 Commission report and implement those necessary for the City and its budgetary health. And, above all, develop best practice approaches for departments to work together.

B. Homelessness: Codify and implement a five-year plan to resolve homelessness in Los Angeles including permanent supportive housing in their current neighborhoods, with a target of mitigating the needs of a significant majority of the City's homeless by 2021 and providing suitable housing for all by 2026.

C. Education: Identify needs and implement broad-based training of Angelenos to provide employers with an educated workforce qualified to perform the 21st century jobs businesses need to fill today and in coming years.

D. Transportation: Re-evaluate the Mobility Plan 2035 to emphasize safety by protecting pedestrians, drivers and bicyclists, and adapting it to the individual neighborhoods' needs and desires.

E. Sustainability/Resilience: Continue to embody economic as well as environmental sustainability practices in all departments. Analyze the City's economic outlook for five years and beyond to ensure financial and structural resilience in the event of a natural or man-made disaster.

F. Transparency: Increase transparency across City departments to promote public input and involvement so stakeholders can trust the City is spending our money wisely.

DETAILED EVALUATION

A. Infrastructure & Long-range Planning

Mayor Garcetti's Budget Policy Letter announced his back-to-the-basics agenda and prioritized developing a long-term financial plan designed to improve services in all our communities. The Budget Advocates applaud his approach and support plans for the City to attain the Mayor's vision of Los Angeles as a World Class City.

This means rehabilitating the City's infrastructure, given the certain knowledge that:

- ❖ the worsening conditions of the City's roads and sidewalks are damaging vehicles, endangering pedestrians and inviting increasing numbers of lawsuits;
- ❖ many of the City's IT systems are outdated, have known security issues, and are often incapable of effectively interfacing between departments and with vendors and residents;
- ❖ the City's water pipes and sewers continue to fail in newsworthy fashion;
- ❖ maintenance of City-owned buildings has been limited in scope putting the City and its employees at risk;
- ❖ the City's financial framework needs modernization; and
- ❖ the City's existing power grid continues to deteriorate due to the City's growth and its ever-increasing electrical demands, causing brownouts and problems with the ramping up of renewable energy requirements, interfaces such as electrical vehicle charging stations and fulfilling regulatory mandates.

The City needs to enumerate the true costs of its failing infrastructure – including the patching, the damage claims, the efficiency reductions, and the escalating costs of labor and materials to replace what is moribund. And, most importantly, the true costs of deferring each such upgrade into the future.

Furthermore, given that much of our infrastructure is at significant risk in the event of a major earthquake or climate-related catastrophe or man-made disaster, the Budget Advocates suggest each department develop a five-year budget as well as ten-year and 30-year projections, demonstrating sustainability at all levels and including all maintenance and upgrades, building towards 100% resilience.

Each General Manager and finance manager must look further into the future, to generate a transparent budget with everything they will need to meet or exceed metrics for their department, now and in coming decades, based on the most cost-effective approach for at least a 30-year horizon. These budgets must reflect realistic projections so the differences between an arbitrary number based on the previous year's budget and the real costs can be seen and addressed. The City can no longer accept year-to-year budget numbers manipulated by putting off needed maintenance and essential upgrades or playing games with line items.

To achieve this, we strongly recommend the City provide all managers and all those responsible for budgeting with in-depth training on what constitutes performance-based budgeting and on how to work together with their counterparts to apply it so that each year's budget is perceived as a subset of the long-term view and includes provisions for accountability for all City systems, most importantly the infrastructure upon which our residents and businesses depend.

Moreover, the City must provide managers with the financial resources necessary to achieve targeted goals on an annual basis. General Managers and department heads should be held personally accountable for failures to meet financial metrics to the same degree as their counterparts in the private sector.

The Porter Ranch disaster highlights the results of a lack of oversight and the resultant avoidance of spending on infrastructure. Inspection of City streets and sidewalks, bridges, IT, water systems, energy grid and even its buildings, is infrequent and often so inadequate that there is premature failure. Not only does this require

unexpected expenditures, often exceeding by many times the cost had the original repairs or maintenance been completed, but it also inconveniences and puts financial burdens on the City and its businesses and residents. Repeated failure by the City leads to increasing mistrust of City Hall by existing businesses and potential investors, by residents, and by a demoralized workforce.

Therefore, the Budget Advocates highly recommend requiring an 85-year plan for all infrastructure and its operation, maintenance and upgrades. These plans should include detailed timelines, analysis and comparison of projected costs for maintenance against renovations and replacements, clearly show how each year's budget impacts these line items, and budget accordingly. This would mean yearly allocations to cover capital costs that would be banked until needed, not spent elsewhere or returned to the General Fund.

If individual departments are not progressing on their infrastructure plans with a clear vision for the future, if they are not conforming to the changing needs of the City, if they are not achieving desired results during the budget cycle despite adequate resources and training, their management structure and its links to other departments should be reviewed and modified to generate more efficacious outcomes.

Additionally, it is increasingly urgent to ascertain how costs directly and indirectly attributable to climate change. Some of the issues that need to be addressed include accelerated health and infrastructure consequences of greenhouse gas emissions leading to increased future expenses, losses related to not being in the vanguard of innovation and the resultant inability to capitalize on the benefits of first mover. Although initially these new initiatives could increase department budgets, continuing now to develop innovative solutions in conjunction with sustainability initiatives and strategies that are necessary to take advantage of opportunities ranging from encouraging green enterprises to locate in the City, to attracting federal and state subsidies, to reducing climate change impact on infrastructure and our residents can substantially save money in the future while improving quality of life for generations.

Efforts across the world are essential to reduce emissions but unilateral steps at the city level will put Los Angeles in the forefront of positive action and in a position to reap the financial, technological and economic benefits of being on the front of the curve.

The City's Information Technology Agency is in dire need of modernization of its software and hardware. Cross-department systems need to be integrated and a long-term plan put in place and funded every year to adequately serve the City, its departments and stakeholders. High-speed internet is necessary for education and business and should be provided free as a public service, contributing to the common good of City residents and stakeholders. This has been done in other jurisdictions, but is being opposed by those ISPs currently serving our City that charge among the highest prices in the world while delivering some of the slowest speeds. Here is an opportunity for Los Angeles to stand up for its stakeholders and move ahead of its competitors.

The Budget Advocates again recommend making the position of Inspector General permanent and hiring someone with the authority, ability and vision that Fernando Campos brought to the job. The Inspector General can work with all Departments and Bureaus for additional ways to upgrade City payroll performance, centralize payment processing, reduce costs across the departments, and increase income. This would include addressing, if deemed appropriate for Los Angeles, the most efficient manner to merge asset management and collections under one department and improve tracking such as is done in Chicago, Scottsdale, and the City of Portland.

This should also include developing a searchable list of City properties that could be used for emergency homeless shelters, Neighborhood Council meetings and other stakeholder-beneficial events. And, most importantly, provide increased transparency of the processes under which the proprietary departments (Water and Power, Airports and the Harbor) interact financially with the City.

The City's police and fire departments are understaffed resulting in public safety issues. Oversight, management and deployment of personnel and resources, all need to be revamped to ensure:

- ❖ that all personnel receive enhanced training including how to de-escalate confrontations;
- ❖ better controls are put in place to reduce lawsuits both within and against the department;
- ❖ that, if City funds are used to construct facilities such as jails, adequate funds are allocated to open and operate them;
- ❖ the reduction of a visible presence of a militarized police force with its attendant equipment costs and increasing citizen alienation; and
- ❖ the increase of civilians trained to handle functions not requiring a sworn officer to ensure there are sufficient police officers available on each shift to patrol and respond in a timely manner to protect our City.

As specified in previous White Papers submitted by the Budget Advocates, it is essential for the City to embrace those recommendations in the Los Angeles 2020 Commission report which will help mitigate the City's financial problems including:

- ❖ creating an Office of Transparency and Accountability to oversee City finances;
- ❖ establishing a Commission on Retirement Security to review our current retirement plans, avoid a recurrence of underfunding the plans, and make recommendations for the future;
- ❖ setting up a Utility Rate Commission to protect ratepayers' interests ; and
- ❖ mandating the update of the City's General Plan, Housing Element, and 35 Community Plans every eight years to clarify zoning rules and regulations

Most importantly, the City should continue to encourage the development of best practice approaches for inter-departmental relationships, sharing of staff, skills, assets, etc., reducing costs and enhancing consensus. To accelerate this approach we would recommend organizing a retreat with the GM, AGM or key budgeting person representing each department, and who has the authority to implement changes, to address how to accomplish these goals and meet metrics on an annual basis.

Departments working together will be essential over the next few years with the anticipated attrition of staff conversant with current systems and the ongoing conversion to a superior IT interface necessary to interact with a technologically savvy workforce and population. This would include reallocating and/or sharing resources to satisfy future obligations without cutting services by merging functions spread through multiple departments, and integrating such services to meet stakeholder demands.

A deputy mayor (or AGM under the CAO) should be tasked with the sole responsibility of overseeing all departments. This position, comparable to the Inspector General's position would link issues and policies with department counterparts at the County, State and Federal level as well as with other cities, to share and take advantage of best practice approaches, to integrate policies to maximize benefits and limit cost and duplication, and to streamline funding and grant oversight including obtaining common-sense waivers where appropriate to meet desired expectations at the local level.

B. Homelessness

The City needs to continue shifting its policy on the homeless from policing to proactive assistance. The emphasis should be on getting the homeless off the streets and into permanent supportive housing and then addressing their mental health, addictions, debt and other issues. Grant provisions need to be realistic when setting goals that must be met to qualify for funding. Most of Los Angeles' homeless have multiple problems

including a valid suspicion of City agencies that must be tackled before enough trust is developed to get them off the street.

We must also acknowledge that the issue is probably far graver than currently documented with many thousands of Angelenos living in illegal trailers, couch-surfing and otherwise outside of official counts. Given that costs to eliminate most of the homelessness in our City could easily run over \$2 billion, we recommend developing a ten-year plan on homelessness remediation with a focus on the first five years, drawing from all departments as well as the County, State and Federal agencies with a target of eradicating homelessness by 2026 and actively pursuing the matching funds necessary to cover the real costs to do so, PLUS eliminate agency rivalries to purge duplication of efforts and working at cross purposes.

The City must expedite this by ensuring all efforts are taken in unison with the corresponding agencies to avoid jurisdictional gaps, overlaps and conflicts, to guarantee that monies go to provide services not to duplicate administrative structures and, to end the ‘policing of the problem’ approach. The City must mandate that homeless individuals be addressed in their own milieu, that their interactions with all departments be tracked, and that each be brought into the system with medical and other support so as to mitigate the negative impacts on their communities as well as providing them with housing, support and a future. This will hopefully reduce many of the hidden costs of homelessness currently spread across the budgets of multiple departments from Housing to Sanitation, and from Libraries to the LAPD.

As well as the intangible costs of homelessness – lost wages, the loss of these people’s productive years, their health and our humanity, the financial costs are much higher than generally claimed. These can and should be significantly reduced by avoiding imprisonment for misdemeanors, by providing resources before first responder and emergency room expenses are incurred, and by providing transitional housing and appropriate job training to ensure they can become contributing members of society again.

Solving the pernicious issue of homelessness also means taking on its Siamese twin – affordable housing for all – families and seniors, students and singles. State Treasurer John Chiang has identified the lack of affordable housing in California as the number one threat to our economy and way of life and one of the nation’s largest credit rating agencies cited the high cost of housing as not only a credit weakness, but a major drag on our business climate.

A first step would be to give tenants and homeowners stronger protections by reforming laws written years ago at both the City and State level which currently tilt housing relationships in favor of landlords and developers. Starting with the Ellis Act. The City should seriously consider rezoning industrial and manufacturing areas in Los Angeles that long ago lost their manufacturing base and integrate all needed services in those neighborhoods, not to isolate them but to give everyone – the working poor and middle class as well as those currently on the streets – the opportunity to occupy a safe and secure home.

C. Education

The lack of a viable trained local workforce is increasingly impairing the City’s potential and growth. The lack of a good education, based on a cradle-to-career vision, limits the success of all Angelenos. The lack of available quality schooling is now deterring senior executives in other cities from moving to Los Angeles.

The City’s Economic and Workforce Development Department, which has already identified many of our current concerns, should partner with City officials to spearhead a multi-dimensional plan to accelerate building an educated electorate and a workforce qualified to perform the jobs the City anticipates attracting in the years to come with the immediate goals of rebuilding the City’s infrastructure and modernizing its IT systems, including:

- ❖ reducing traditional barriers to groups suffering from high unemployment or underemployment, including older immigrants, English-language learners, those with disabilities, returning veterans, foster children aged out of the system, at-risk youth associated with gangs, formerly incarcerated individuals, the habitually homeless and other disadvantaged workers;
- ❖ reaching into these communities through the libraries, schools, colleges, prisons, as well as through the EWDD's existing facilities;
- ❖ ensuring access to quality and affordable instruction to enhance job opportunities for people transferring professions, new immigrants, the chronically unemployed, the homeless, and those re-entering society from our prisons;
- ❖ require living wages for all positions;
- ❖ take an active stance opposing the 'gig economy' as practiced by a number of major corporations as well as by Uber and Lyft which works to the financial benefit of companies trying to avoid the responsibility of employees, and insist businesses within the City abide by all state and federal labor laws specifically in regards to the use of independent contractors (i.e. paying taxes on behalf of employee and providing other customary benefits; and
- ❖ require that outsourcing be done only with companies who pay a living wage and follow applicable labor laws.

The City should work with the LAUSD, as well as private and charter schools to ensure free quality pre-university and technical education for all children. This will allow the City to attract dynamic leaders for departments and businesses from across the country and the world. Whether the LAUSD continues as a separate entity, is broken up or moved in part or in full under City jurisdiction, those focusing on attracting new business to Los Angeles need to ensure that the City can offer a dynamic and successful educational system as part of the package.

In addition to training, the City's Personnel Department must develop an intra-departmental process to identify appropriate candidates from the existing pool of City employees for job openings and referred to all hiring managers for consideration. And on a timely basis so they are not lost to other employers.

The City, in partnership with colleges, trade schools, the LAUSD, libraries and community centers, should also provide educational opportunities for basic reading and writing, computer skills, home budgeting, business creation, financial literacy (including understanding loans, mortgages, credit cards, 1099s and the tax requirements and benefit losses of the 'gig economy' approach), citizenship skills and policy discussion groups for residents of all ages.

D. Transportation

The Mobility Plan 2035 is visionary in scope but unrealistic in application. It needs to be re-engineered to emphasize safety for ALL by protecting pedestrians, drivers and bicyclists, everyone. The City needs to incorporate community member input and adapt it to each neighborhood's needs, including providing the necessary alternate services (i.e. adequate neighborhood parking and public transportation that works) to help transition Los Angeles from a sprawling car-based metropolis to a more eco-friendly greener city.

Imposing other cities' solutions on our neighborhoods while with the best of intentions, is leading to increased pollution, frustration and aggression. The interests and needs of ALL stakeholders need to be addressed and it should be driven by grassroots input at the local level NOT imposed from above in a one-size-fits-all approach.

One approach to seriously consider would be to work with the County and other municipalities of greater Los Angeles to evaluate making public transportation free for all in order to:

- ❖ help shift reliance on private commuting to alternate modes of transportation;
- ❖ relieve travel costs for the poorest Angelenos;
- ❖ green the mentality of our young from an early age;
- ❖ encourage tourists to explore the City; and
- ❖ make Los Angeles the FIRST major city to take this step (in smaller centers, this has increased ridership more than tenfold in a decade and reduced ridership aggression by up to 90%).

Zero-fare transport has already been successfully implemented in smaller cities in this country (Chapel Hill, NC; Commerce, CA; Vero Beach and Coral Gables, FL; Corvallis, OR; Logan, UT, Marion, IN and Mammoth Lakes, CA) and around the world (Maricá, Brazil; Gibraltar; Essonne, France; Hasselt, Belgium; and Tallinn, the capital of Estonia) and would give Los Angeles' youth of tomorrow a way to commute without a need for personal vehicles, revitalize the falling Metro ridership, and build better transportation habits. It would also be a major selling point for the tourist industry.

Use converting the choice of youths from private vehicles to public transit as the lever to justify changing the current funding formula which ties subsidies to how much is collected through the fares to one driven by increasing total ridership. And then use those subsidies to further expand the Metro and bring public transportation in Los Angeles up to the level of excellence we deserve.

Providing a no-cost system would reduce car usage in that people who already have and pay for a car (since the current bus and metro system is not adequate for their needs) would not have to pay extra to use public transportation and would therefore be more likely to use it. It is unfair to provide free services to one faction, be they the elderly, the disabled or students, and not to all Angelenos. Free public transit would also put more money in the pockets of the poor who pay a disproportionate amount in transportation costs.

We fully support the installation of solar panels over parking lots – a suggestion in the report which has been successfully implemented in a number of southwestern cities – but what is not in the Mobility Plan 2035 is the use of solar panels elsewhere, to reduce pollution and the City's dependence on imported fossil fuels including as road surfacing comparable to what is being initiated in France, and as baffles between opposing lanes of traffic along our many miles of freeways which would help reduce accidents by blocking looky-loo slowing and preventing headlights from blinding oncoming drivers.

E. Sustainability/Resilience

Sustainability and resilience are not about expanding development indefinitely but about improving the quality of life for the City's residents and stakeholders. That means having the ability within the City for economic, food and water, internal transit, health and security in the event of a natural or man-made disaster. The City will need the internal resources to continue functioning for months with sufficient water, food, energy, medicines, communication and local transportation to ensure its stakeholders can survive and flourish in the face of a major earthquake or terrorist attack.

A sniper attack on a San Jose power substation in 2013 took utility workers 27 days to repair, emphasizing the vulnerabilities facing our power grid. The December 2015 terrorism threat at LAUSD highlighted the shortcomings in communications between agencies across the Southland as well as with their regional counterparts. These plus transportation shutdowns, flooding and other damage due to high temperatures, solar flares or increased extreme weather events caused or exacerbated by global warming reveal the fragility of our communications, transportation and infrastructure systems.

This needs to be rectified. Councilmember Paul Koretz has introduced a motion to have the LADWP upgrade its security to protect the grid including putting robust formal processes in place to report physical security gaps and address all of the recommendations identified in a 2001 assessment as well as identifying what residents and businesses can do to protect themselves against the impact of physical attacks, cyber incursions, EMP pulses, equipment failures, and power overloads. Infrastructure protections, including decentralization of power distribution, should be made a primary planning objective in the coming year.

The City must follow through on the Mayor's Executive Directive on Cyber Security to protect the City's assets from hackers.

The City's economic picture should be analyzed in depth to ensure financial resilience including:

- ❖ fostering local businesses and home-grown development within the neighborhoods working through local cooperative ventures to stimulate transformative ownership strategies – employee ownership, community land trusts, cooperative low-income housing – and reduce reliance on imported goods and services;
- ❖ to avoid dependence on imported goods and services;
- ❖ developing and staffing a robust grant overview, possibly by the Finance Department to ensure that the City receives maximum benefit of all available grant monies to enhance the impact of our tax dollars;
- ❖ expanding its own financial infrastructure to increase its strength and protect stakeholders' interests;
- ❖ evaluating the benefits and drawbacks of a public bank for the City, such as has been used successfully in North Dakota for almost 100 years to conserve state funds and to guarantee business development and student loans; and
- ❖ eliminating loopholes through which outside developers and real estate speculators are leveraging sweetheart deals at the expense of local residents and businesses.

The Budget Advocates call on the City to emphasize efficient use of ALL our resources – physical as well as human – to ensure smart upgrades and quality maintenance on a planned and ongoing basis for our infrastructure, and the elimination of waste in all its forms.

F. Transparency

A significant waste of General Fund monies is the payout of fines and legal fees relating to claims against the City and its employees. We need to limit liability – both at the City Department and Council District level. That means giving the Ethics Commission the funds to educate and the tools to monitor and the teeth to effectively discipline miscreants. No more slaps on the wrist. In short, we need to hold the Commission responsible to the people, not to the City's political interests.

The City must develop appropriate training across all Departments and Bureaus through tough risk management procedures and efficacious training to remove the underlying causes of these lawsuits and provide for enforceable penalties when they are not immediately addressed including the Police Department, for whose malfeasance in connection with the wrongful prosecution of two innocent men, the City recently paid out \$24 million. Fines need to be restructured so they are effective deterrents rather than just a cost of doing business for those who can afford them.

Those in positions of power need to be held especially accountable. Options could include holding the applicable departments responsible for the costs, and holding all in the chain of command personally responsible for the action(s) leading to the claim.

Residents and stakeholders rightfully expect the City to strongly enforce citywide policies to protect the personal identifiable information of all residents and businesses used in transactions including strong encryption and robust security procedures so we don't face the risks suffered by those in the databases of Target, Sony, Anthem and Hyatt, and can feel confident and protected in all online dealings with City departments.

We expect the City to act proactively on health and safety issues. With over 12,000 residents having been displaced due to the Porter Ranch disaster, residents and pets sickened by fumes containing benzene, a carcinogen, and other unidentified 'proprietary' components, the City must take a stronger stand on the safety violations by the oil, gas and other industries, their individual responsibilities for actions taken and not, and the total lack of transparency regarding authorization, implementation, and maintenance of these facilities.

Again and again in meetings and conversations with residents and officials across the City, in connection with rate increases, with the Ratepayers' Advocate, with misuse of funds, with games-playing, the DWP was referenced. To truly improve trust, it will be necessary to reduce its power and make it subservient to City and stakeholder interests.

With regards to the LADWP, it is a public utility and its actions should be at all times in the public interest and open to public scrutiny at all times. An initial step to rebuild trust with stakeholders would be to reform the Department, grant the Ratepayer Advocate more sweeping and independent powers to protect the people and businesses of Los Angeles, and establish an independent Los Angeles Utility Rate Commission oversee and audit the Department and its rates, finances, operations, and management. This needs to be acted on now. Not stuck in committee and not negotiated between special interests behind closed doors.

The LADWP does need funding to upgrade and replace its portion of the City's aging infrastructure. Therefore the increase is justified. But a flat poll tax on each residence is unfair to the poorest members of our society and should be modified into a progressive tax and tied directly to the modernization of our water and power grids. To justify it, the LADWP should provide improved services and remove funding for Governor Brown's Twin Tunnels project, and other political boondoggles that do nothing for our ratepayers). The City should tie monies scheduled to go to the General Fund to specific services for the people, not political payoffs between Councilmembers, and require the LADWP return to its core functions of power and water services, turning over all sidelines (building rentals, start-up developments, etc.) to the appropriate City department along with the related funding.

Through the aegis of performance-based budgeting, with proper training and oversight across all departments, City Council should stop the practice of padding budgets so the department (or the Council) can shift funds between line items without obtaining formal approval. Whenever it is necessary or cost effective to spend at levels above City income for the fiscal year, a proposal should be put to the public to obtain approval to raise such additional funds based on clear, logical planning, with sufficient safeguards and transparency built in so stakeholders can trust the City will follow through and deliver as specified.

No more meetings behind closed doors sliding problems forward so those currently in office are gone when the reckoning comes due.

CONCLUSION

The Budget Advocates are charged with assisting the City to develop a budgetary direction and implementation strategy that will beneficially affect the allocation of resources, which in turn, define the core objectives and aspirations of the City's stakeholders. Part of this is to move City Council beyond business-as-usual politics and allow Los Angeles to become the great city it is meant to be. Part of this, at least this year, is to represent

Neighborhood Council interests by pushing the City to reinforce the three shaky legs of infrastructure, education and affordable housing from the offices of City Hall down to the street level of each and every community.

Mayor Garcetti espoused building trust in City Hall when he spoke at the Congress of Neighborhoods last fall. To achieve this, the actions of all City personnel and departments need to be transparent and above reproach. And our elected leaders must be held to a higher level of accountability than those they represent.

In letters to the City Council, the Departments and the people of Los Angeles over the past year, the Mayor has talked about using the budgeting process as a blueprint to create a 'city that works for everyone,' about a back-to-basics agenda in budget policy and goals to deliver results and to reduce the budget deficits that have hampered services in the City for the past seven years.

Based on the recent Budget Advocate survey, stakeholders feel that most constituent services need improvement in neighborhoods across the City. They don't think the system is working for them.

Jobs may be up in numbers but, despite laudatory efforts to increase minimum wage in the City, they do not pay well enough to keep up with the cost of living in Los Angeles. Most of the 99% are less interested in the City's credit rating and more concerned about making their rent and keeping food on the table. And there is increasing anger in most neighborhoods about gentrification and street disruptions which translates into strong opposition to construction activity.

At times it seems as if the Mayor and his advisors are out of touch with the people. Most Angelenos have enough basic math to know that settling with the unions, promising \$100 million to resolve homelessness and the astonishing liability pay-outs we have seen recently and are facing in the near future do not add up to lower deficits and higher reserves.

To have a City that works for everyone, to create good jobs, to promote a more livable and sustainable city and to reverse the disturbing crime statistics of the past few months, the Mayor, the City Council, and every department must work together to build the trust in City Hall necessary to achieve the Mayor's goals. We, the Budget Advocates, stand ready to help.

Although we saw efforts by some departments to incorporate our White Paper recommendations from last year – redefinition of the budgeting process to make it truly performance-based, dragging its IT and infrastructure systems out of the 19th century, streamlining the hiring process and developing ways to realize uncollected revenue and develop new revenue streams – other than Personnel who were already moving to address certain concerns, we have not seen sufficient movement by a number of departments to address these problems... so many of these have been readdressed this year. The City must start moving into the 21st century or it will never be able to achieve Mayor Garcetti's dream of being a world-class city.

We also believe there exists a pressing need, echoed by the Mayor in his solicitation for budgets in both 2014 and 2015, to involve residents and stakeholders in the future of the City on a daily basis, and for the City to proactively respond to their stated needs. Los Angeles has been a leader in creating a vehicle for this with the Neighborhood Council system. As the Neighborhood Council system matures, the City must fine tune this wonderful experiment in citizen democracy to ensure that input is heard AND acted upon. This includes funding the Department of Neighborhood Empowerment to adequately support the 96 Neighborhood Councils with adequate legal and structural assistance.

There exists a concurrent need to build a city government that we can TRUST to serve the people's interests including continuing to expand services where the people instead of forcing them to come to City Hall.

Transparency and accessibility are wise initial steps. But to succeed also requires our leaders to operate outside the safety of business-as-usual and seize appropriate actions to raise Los Angeles to a new level of excellence.

Examples already exist within the City including the approaches currently fostered by the Bureau of Sanitation, the Department of Ethics and others, attesting this is an attainable goal and the Budget Advocates stand ready to assist in charting a course for success.

We call on our city government to partner with the Neighborhood Councils and the Budget Advocates and embrace new ideas as well as those that are working to build a better City, a great City.

To achieve this, we acknowledge that hard questions must be asked and answered, not only today but as you and we plan for the bright future of Los Angeles, a city of rising rewards for us all led by a government we trust, now and for generations to come.

Respectfully submitted,

The 2014-2015 Budget Advocates

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With the help and support of *Jay Handal*, *Jack Humphreville* and *Erick Morales*

RECOMMENDATIONS BY DEPARTMENT

Aging

- Increase support to 'Age Friendly Initiatives' for the city
- Address senior hunger, support funding programs to decrease number of seniors that lack proper nutrition
- Senior affordable housing
- Support funding for wellness programs throughout the city

Airports, Los Angeles World

- No recommendation at this time

Animal Services

- To increase compliance with the licensing law, change the city ordinance to require retailers and adoption agencies to license any and all dogs and cats on site prior to releasing the animal to the owner with the retailer/adoption agency including posting licensing information in return for retaining a portion of license fee as payment.
- Require owners of all animals purchased from any authorized retailer or adopted from any adoption agency, to license their dog as part of the purchase or adoption.
- Establish a lifetime and/or term licenses for altered dogs to save the city money on re-licensing costs and as an incentive for the consumer.
- Fund dissemination of the new policies including an amnesty period to bring all dogs into compliance.
- Fund additional canvassers so each shelter has a minimum 10 canvassers devoted full time to licensing.
- Fund training for canvassers and provide each trained canvasser with a uniform, items for their personal security, a badge, City ID card and city business cards to improve morale and reduce potential liability.
- Establish policies to facilitate training and procedures for new hires including activating ID cards upon hire, providing personnel, "D TIME", and their 999 numbers prior to commencing work and access to computers and electronic gates.

Attorney, City

- Provide and prioritize training in risk management for all city departments.
- Identify revenue to fund additional workload of felonies reduced to misdemeanors under Prop 47. Advocate that some of the projected savings from Prop 47 go to reimburse the City Attorney's Office for their increased costs.
- Increase support staff Civil Litigation and expand the number of Neighborhood Prosecutors.
- Provide litigation and courtroom technology. Upgrade software to e-file federal legal cases (as required by the Federal Government).

Building & Safety

- Expand the very successful Case Management System to help all developers of 100% affordable housing projects navigate the system.
- Prioritize the case processing system – 100% affordable housing projects and 50% or more affordable units go to the front of the line.
- Waive fees or reduce and postpone fees on 100 % Affordable Housing projects and for Projects with 50% or more Affordable Housing units until a Certificate of Occupancy is issued. Where projects are largely funded by the public, scarce public funds should be expended only when a project goes forward. This is another method the city can assure projects come on line more rapidly at a lesser expense, and that maximum housing resources are made available.
- Study additional strategies for efficiency in the entitlement process – parallel design, additional service centers throughout the city, etc.

City Administrative Officer, Office of

- Performance based budgeting - assist individual Departments to revise metrics in order to better identify weaknesses with a goal to improve efficiency and performance.
- Information Technology Infrastructure – update security, prepare for next wave of technology.
- Document recovery - evaluate and enhance each backup system saving either to the cloud or in a nearby state.
- Earthquake/disaster preparedness – assess whether the CAO secondary location is appropriately located, up to date, and ready to go with data outlets, etc.
- Homelessness & Affordable Housing - collaborate with County, State and Federal agencies to identify sources of funding to reduce homelessness and implement programs to expand services to the homeless and build affordable housing.

Clerk, Office of the City

- Provide additional outreach to encourage voting and educate voters on the issues; follow the plan of the City Clerk to offset the expense of an upgraded position.
- Explore retaining additional files at Piper Tech as an expense-saving measure as well as providing greater accessibility in monitoring record retention dates.
- Develop and implement a records retention system for records from Councilmembers' offices upon their leaving office; establish schedules for retention and encourage councilmembers to voluntarily provide the records they have.
- Explore the possibility of providing administrative functions for the Department of Neighborhood Empowerment (DONE) as an opportunity for enhancing services and as a potential budget savings.
- Consider backing up files onto the cloud, and purchasing the additional equipment to do so.

Contract Administration Bureau (Public Works)

- Reinstate a five-year training program to train new inspectors in conjunction with local colleges.
- Working with City Attorney, develop a comprehensive program of policies and procedures to allow for the widespread use of electronic signatures on important documents. The current

policy requires the long-term storage of key documents with wet signatures. A new policy would also allow for quick filing from the field using smart devices.

- Fund additional inspectors to handle the increasing workload due to the recent changes to the minimum wage ordinance and to backfill for a large number of inspectors due to retire in the next few years.
- Increase funding to provide inspectors with upgraded hardware and software to enhance their ability to perform their duties.

Controller, Office of the City

- Increase the number of audits performed by the City Controller's staff or outside auditors by increasing the number of Staff Auditors from the current 19 to 23. Increase the funds available for Outside Audit firms from \$500,000 to \$750,000 per year.
- Fund the review of the existing payroll management system (PaySR) that is used by all City departments (except DWP) and possible alternatives and provide additional staff for risk mitigation to ensure that the stability of the existing system is maintained.
- Fund the purchase of an Asset Accounting Module to the City's financial system (FMS) to record financial information related to real estate which is linked to a separate Asset Management System that is being requested by GSD.
- Fund IT staff for the department (currently non-existent).

Convention Center

- That the City determine whether an expanded and modernized Convention Center is needed in order to have Los Angeles competitive in the Convention marketplace commensurate with the city being the largest market in the region and the second largest city in the country.
- That the Department plan for expansion and modernization be adopted as long as the expansion can be funded without levying any new taxes or increasing any current tax rates.
- That the Departmental timeline of an expanded and modernized Convention Center be completed by December 2020 be adopted.

Cultural Affairs

- Expand promotion of the city's new and existing cultural offerings including grant opportunities.
- Cultivate and build staff capacity. One staffer last year went thru over 400 grant applications single handedly.
- Modernize DCA's operations through technology, focus on interdepartmental communication and collaboration.
- Re-imagine and brand our public art programs. Bring a focus to our local assets.

Disability, Department on

- Permanently fund the programs administered by the AIDS Coordinator's office.
- Provide funding to hire and train additional ADA accommodation service contractors for emergency situations and certified access specialists [ADA is Federal law, the Americans with Disabilities Act.]

- Provide funding to hire qualified accommodation service contractors on an as-needed basis for consumers/program participants with special needs.
- Fund a training protocol for staff on IT, updated ADA, state laws, fair housing laws, etc.
- Implement a fair payment provision to assure paying ADA accommodation service contractors on time.
- Provide seed money to work with corporate sponsors to fully update the Department's website, digital assignment program, information and referral online system, outreach and community resources kiosk for consumers, and other programs necessary to enhance integration of the disabled.
- Fund a program to partner with Neighborhood Councils to integrate the broader disability community into their events.
- Mandate every city department and agency to have at least an ADA point person to handle issues either within the department/agency or in conjunction with the Department on Disability.
- Fund training protocols for relevant departments on evaluating projects or programs as well as their websites and internet documents to comply with Section 508.
- Fund a position or positions to establish guidelines for accessible, affordable housing and revise the City's accessible transit plan as required by the Federal Government.
- Fund an office to review, during the planning phase of transit, streetscape, accessible parking, affordable housing, etc. so ADA compliance can be integrated prior to the construction phase.

Economic and Workforce Development

- The Department of Economic and Workforce Development (EWDD), along with city councilmembers and other elected officials, should actively search for strategic partners in order to provide coordinated services, such as the Los Angeles Unified School District, Los Angeles Community College District, Los Angeles Public Library, California Employment Development Department, Los Angeles Chamber of Commerce and other similar organizations.
- The WorkSource Centers (WSC) and YouthSource Centers (YSC) should emphasize on training in high demand employment sectors and focuses on serving job seekers with significant barriers to employment, including individuals with disabilities, returning veterans, English-language learners, former foster youth, formerly incarcerated individuals and individuals with a history of homelessness. Most importantly, the WSC and YSC should establish working partnerships with potential employers that can employ long-term and fulltime, including developing businesses through the BusinessSource Centers (BSC) so that they can become future employers. Lastly, WSC and YSC should mitigate employment barriers such as lack-of or poor housing, quality childcare, and transportation, by improving relationships with Housing Authority of the City of Los Angeles, and other housing assistance organizations, First Five Los Angeles and local Resource and Referral Agencies, etc.
- The EWDD should work hard to ensure that all city's workforce development programs; WSC, YSC and BSC have updated and functional websites with information available to the public. Moreover, making sure that all social media outlets are being used to outreach to the targeted population and that information is available in the language most commonly spoken in the area.
- The City of Los Angeles should set aside a revolving fund for small business assistance.
- To attract new business, the City should explore other options including reducing barriers to entry such as shaving off entry fees or increasing the speed in which a business is established by

working with the building and safety department. Also, address creating a tax rebate or other financial incentive for business owners to employ personnel through the WorkSource Center which could incentivize future business owners.

El Pueblo

- Increase funding for Public Safety and Security
- Provide/sustain 24/7 Foot Patrol Security On-Site
- Address issue of homelessness in El Pueblo

Emergency Management

- Increase the personnel budget for the Emergency Management Department (EMD) to hire more emergency managers and to allow the Department to get any current employees that are being paid with grant money to be paid with EMD-budgeted monies funded by the City of Los Angeles.
- Increase EMD's budget to update their computer software and hardware including servers, to renew software licenses for the City's Emergency Operations Center (EOC) as necessary, to fund emergency satellite phone services, and to hire their own in-house computer technical support staff.
- Expand the EOC Logistics Section and Mass Care Branch
- Fund support contract payment to NotifyLA for City Public Mass Emergency Notification System.
- Increase EMD's budget to allow the Department to establish an alternative emergency operation center facility to run its operation if the current EMD location is incapacitated.
- Staff the implementation and sustainment of developing and exercising neighborhood emergency plans using the City's 5 Step Program and improve outreach to the community
- Fund a Communications Division and its ability to develop, coordinate, and deliver emergency preparedness, readiness and crisis communications for the City.
- Staff the development, implementation, and sustainment of the City's emergency management supply chain resiliency program.
- Increase EMD's budget to accommodate the Department's additional expenditures related to homelessness issues.
- Authorize EMD to contract with the County of Los Angeles allowing EMD to hire a full-time staff person as the Public Health Coordinator.
- Fund operational readiness of EOC including year-round training for Citywide public safety, emergency management staff, and EOC responders; maintenance of equipment and supplies; full funding of EOC activations and exercises; and enhanced action reports following Citywide functional, hazard-specific emergency response and recovery activities to validate and/or enhance current EOC and Department Operations Center processes and Citywide planning documents.

Employees' Retirement System, Los Angeles City (including Fire and Police Pensions)

- Los Angeles needs to establish a Commission on Retirement Security to review its current retirement plans and to make recommendations for the future. For the 2015-16 fiscal year the

City will pay in excess of \$1,100,000,000 (\$1.1 billion) toward the retirement plans for its employees and retirees.

- The Pension Plans and other LA City departments need greater flexibility from the structural constraints that now exist in its job descriptions in hiring employees that require specialized skills or experience.

Ethics Commission, City

- Funding to restore staffing to educate City employees and those running for office so everyone understands the parameters and when violations lead to enforcement action
- Funding to structure and improve outreach including to non-City employees (sub-contractors) and Neighborhood Councils and their stakeholders
- Funding to ensure timeliness of audits, which will inform the public about candidate compliance and violations, help ensure future compliance, and avoid statutes of limitation issues
- Funding for more investigative and enforcement work on ethics and lobbying issues, as well as campaign issues
- Restoration of overhead budget to a level that investigations are not delayed through lack of funds
- Guarantee that the Ethics Commission level of funding is maintained through poor economic times since that is when there is more incentive to break the law, especially if people are aware the commission's funds have been cut

Finance, Office of

- Update the LATAX system and develop software and necessary hardware by 2019 when the current system will no longer be supported.
- Comply with the new Payment Card Industry standards.
- Provide additional merchant services program support due to elevated levels of merchant service activity.
- Fill necessary vacancies in the department to accomplish the department's fiduciary role and support its revenue and treasury operations.
- Increase data sharing with other agencies to identify potential businesses and permit holders not in the system.

Fire

- Formalize existing LAFD 3-, 5- and 7-year budgets including all department costs relating to targets as delineated in a performance-based budgeting format taking into consideration that this may be used as a template by other City departments
- Expand pilot programs (fast response vehicles and nurse practitioner units) to all four bureaus to obtain a defensible baseline on overall savings to the department and increased efficiency metrics

- Expand recruitment and training, especially in regards to meeting diversity (gender, language and race) mandates, with the proviso that the when and where of trainees dropping out of the program be evaluated and steps taken to increase graduation rates
- Continue to work with Neighborhood Councils and other community groups to ensure the bureau system is integrated into all areas of the communities they serve
- Work with Personnel department to expeditiously fill all funded civilian positions
- Work with Personnel and the City Attorney to improve Workers Comp processing and resolutions

Housing and Community Investment AND Housing Authority

- Determine feasibility of raising annual rent registration fees on multi-family properties to increase staff in the systematic code enforcement section. This would reduce inspection time from 4½ years to the Department's goal of 3 years. Increase penalties for violations.
- Maximize funding for existing and new programs and staff that are dedicated to the preservation of existing affordable housing including Rent Stabilized Housing and Healthy & Safe Homes. At a cost of \$300,000-\$400,000 and up per new unit we cannot build Los Angeles out of the crisis in Affordable Housing.
- Ensure affordable housing is built along transit corridors and Metro lines to accommodate those who would be most likely to use public transit.
- Develop legislation to require replacement of demolished affordable housing on a 1 to 1 basis without awarding incentives.
- Develop and fund effective enforcement mechanisms to monitor and ensure affordable housing is provided as required by restricted covenants, such as density bonus projects. Develop a fee to appropriately fund systematic, proactive monitoring and enforcement. Partner with the City Attorney to ensure compliance. Stakeholders lack confidence that affordable housing units in density bonus projects are actually rented to low income residents as required. Other stakeholders believe the bonuses in density bonus projects amount to a gift to developers who do not provide affordable units.
- Study how to increase the number of rent controlled apartments and lobby for new legislation.
- Assess 21 developable land parcels the city inherited from the former CRA/LA, currently assets under HCIDLA, for possible development of Affordable Housing or housing the homeless. Use of City land to develop housing will minimize expense and shorten the timeline.
- Consider and study new funds for affordable housing such as (1) a linkage fee on new development and (2) Seattle's coffee tax.
- Amend the Rent Stabilization Ordinance (RSO) to distinguish between long and short-term rentals thus assisting the retention of affordable housing.

Information Technology Agency

- Fully fund existing budget shortfalls. This includes contracts for maintaining the City's 41,000 PCs, web hosting services, and IT salaries, to name a few.

- Prioritize and fund deferred maintenance projects for critical IT infrastructure. Such projects include shifting to cloud infrastructure for failing servers (especially for our content management system), replacing the TACPAC radio system (useful in emergencies), and replacing our Storage Area Network (SAN).
- Fully fund a citywide purchasing management system. According to Ted Ross, this system is currently under-funded and not expected to go live until 2017. Funding the system and pushing up the launch date will yield benefits sooner rather than later.
- Fund the research and planning needed to create and implement a citywide human resource management system. Given that the overwhelming majority of the city budget is dedicated to our personnel, we have to develop tools to figure out how to manage them more efficiently.
- Continue to fund the migration off the mainframe. According to Ted Ross, ITA currently has 20-25 people working on maintaining the mainframe. Our susceptibility to knowledge loss and the narrowing group of workers capable of doing these tasks make our IT systems and budget more vulnerable in general. An investment in migrating away from the mainframe would mitigate this threat.

Library, Los Angeles Public

- Increase funding for staff and desperately needed physical improvements
- Reduce the percentage of related costs the library pays
- Increase funding for outreach venues as many are not aware of the viable library services and resources

Neighborhood Empowerment

- Expedite converting the five one-year appointment employees to exempt employees before their appointments expire.
- Vacant exempt employee positions need to be filled promptly
- Help facilitate the Department's efforts to convert civil service positions to exempt positions
- Fully staff the Department to ratios of one field staff per 10 neighborhood councils and one funding staff per 8 neighborhood councils to efficiently and effectively provide the customer service desperately needed by neighborhood councils to function well and serve their respective communities.
- Fully fund the Department's online voting for neighborhood council elections: \$275,000 FY 2015–16, \$275,000 FY 2016–17 as well as the additional cost to cover Neighborhood Councils which haven't adopted online voting: \$300,000 to be divided between FY 2016–17 (\$150,000) and FY 2017–2018 (\$150,000).
- Support the Department's technology solutions initiative to simplify Department operations, the neighborhood councils funding program allow for easier reporting requirements such as integrating Quick Books with Quick Base (cloud solution), upload supporting documentation and electronic signature capability.
- Fund each neighborhood council to the pre-recession level of at least \$50,000.00 per annum

- Allow neighborhood councils an annual rollover of up to \$10,000.00 in unspent funds from the immediate past fiscal year.

Personnel

- That the Department be provided the resources to continue reducing the number of backlogged exams and allow for an organized and more expedient hiring process, including funds for interviewing and hiring needed employees to replace positions lost during layoffs from the Great Recession and expected retirements.
- That the Department get involved with the citywide issue of homelessness and create avenues for the recruiting of persons in need of work into the City family.
- The Department should continue to implement technology to assist other City departments in succession planning for the future.
- With the loss of papers in a recent fire, the Department should consider digitizing its records.

Planning

- Renew funding for 100 positions added into the 2015-2016 for a full year. Assign new staff to develop policies addressing urgent neighborhood concerns –small lot subdivisions, Airbnb(s), affordable housing, homelessness, evictions under the Ellis Act, Rent Stabilization Ordinance, billboards, and elements of specific plans not being addressed e.g. landscaping & street uses.
- Develop a Housing Benefit (“linkage”) Fee Study. The study would support the establishment of an Affordable Housing Benefit Fee Ordinance.
- Develop a centralized system of development impact fees to charge developers for improvements the City has to make near their project sites to mitigate the effects of commercial, industrial, and residential projects. Utilize funds for affordable housing, roads, parks, libraries, sewers, and arts.
- Streamline the entitlement process for 100% affordable housing developments and for projects 50% and over of affordable units. Incentivize the maximum number of affordable units coming on line as rapidly as possible. Projects proposing small percentages of affordable housing do little or nothing to address affordable housing, are not effectively monitored, and often bring detriments to neighborhoods.

Police

- Fund an expansion of the LAPD’s civilian workforce and streamline procedures to put officers back on the street
- Fund staffing of the Metropolitan Detention Center and other jails with trained detention officers allowing police officers to return to the field
- Increase the replacement life-cycle of police vehicles and then plan, fund and implement a rolling replacement of the City’s police cars, motorcycles, helicopters and other vehicles
- Continue to fund and expand Body Worn Video cameras to fulfill deployment-wide use
- Fund an upgrade and overhaul of LAPD’s field communications systems including Digital In-Car Video Systems, handheld radios and their computer interfaces
- Fund an overhaul of the City’s 911 system to bring it up to current standards

- Fund modernization of the LAPD's secure computer hardware and software systems
- Fund further expansion of the Community Relationship Division and Mental Evaluation Unit to improve community outreach and interaction with the homeless and mentally ill
- Fund the hiring of an independent consultant to review and make recommendations regarding deployment and use of command staff and set up an oversight procedure for the future
- Fund the hiring of an independent consultant to review management procedures regarding issues of sexual harassment, gender harassment, retaliation and other incidents where uniformed officers are suing the city and their supervisors
- Have the costs of all lawsuits, workers comp and other claims charged back to the department and set up procedures across the board to incentivize reduction of such costs
- Plan, fund and implement rolling station renovations

Public Works

- Fund two crews for the urban forestry division.
- Develop & implement software and technology that can be utilized by LADOT and Street Services for street sweeping.
- Hire an additional, full-time city staff member to coordinate the clean streets initiative program with all of the City's Neighborhood Councils.
- Fund a dedicated striping crew to meet the demands of new striping once a street is resurfaced or slurry coated.

Public Works, Board Offices of

- Fund one emergency management coordinator (EMC) position that is answerable to the Board of Public Works and coordinates with the Department of Public Works with its five Bureaus.

Recreation and Parks

- Workforce:
 - Need to have a hiring plan in place. Hiring of HR personnel should be able to handle the large number of new employees.
- Greek Theater:
 - Revenue from the Greek Theater should be used in all parts of the Budget. The moneys should be divided among short-term projects (CLASS Parks Program Enhancement), long-term projects (Reforestation Program), and the general upkeep of the theater.
- Drought:
 - Water prices will only keep rising. Future proposed budgets should account for this.
 - Potentially seek Legislation or help on the Federal level to help keep old trees alive.
- Rangers:
 - Create a measuring tool to find out if new Ranger Program is positively affecting the parks.

Sanitation Bureau, Public Works

- City to provide funding for long-range planning needs as prioritized by the Bureau, specifically immediate funding to their storm water programs

- City to fund homeless-related costs (clean-up, etc.) separately from Bureau services budgets releasing funds for sanitation specific projects
- City to fund one truck and driver to pick up hazardous waste from people’s homes once a year
- City to fund the Bureau’s exploration and report (by the end of FY 16-17) on the possibility of establishing vertical farming and aquaponics in connection with the Bureau’s wastewater plants to: (a) provide stakeholders with an ongoing source of fresh produce and seafood, specifically (b) increase access to healthy foods for limited means families, (c) reduce water and pesticide/herbicide use, (d) provide local sustainable jobs, (e) eliminate the carbon costs of importing produce, and (f) improve the City’s sustainability and resilience as regards feeding the populace in the event of a disaster
- City to establish a standing process for all departments to share common goals and interrelated interests
- City to co-sponsor a workshop so departments can connect with counterparts in other cities, other levels of government to share best practices, learn from each other and establish an ongoing think tank with these and within the City to accelerate solutions
- City needs to address the inequity between wages paid to DWP workers and those in other City departments
- Encourage the Bureau (as well as other departments) to work with NCs to educate and address issues at a local level

Street Lighting Bureau, Public Works

- Create a stronger relationship with LADWP in streamlining income earned from solar panels.
- Increase funding for the solar panel program to help reduce carbon emissions and develop a revenue stream for the BSL to cover these costs
- Evaluate costs versus results in training new hires now for the BSL’s long-term programs.
- Work in conjunction with the LAPD and Council Districts to identify areas in every district for a pilot program to install new LED street lights in high crime, low income areas and then expand out to other neighborhoods.

Street Services Bureau, Public Works

- Out of the 100 street sweeping units, there is funding for only 60 operators. The other 40 are in reserve. Allow BOSS to rehire those employees laid off if they are still available or to begin the training process for new employees.
- Install GPS devices on street sweeping equipment GPS on Motor sweepers and Mobie Devices to determine availability for better services.
- Identify more cul-de-sacs streets and parking lots to install “Cool Pavement” to cool pavement by 15 degrees eliminating heat islands throughout the city.

Transportation

- That the City’s Personnel Department work with DOT with the goal of reviewing all DOT job classifications within the next 18-24 months.
- That the City fund and the Department fill the position of Director of Field Operations ASAP to optimize the efficiency of the DOT work crews.

Water and Power – 8% Transfer Fee

- The City must settle the class action lawsuit by agreeing that the 8% Transfer Fee is an illegal tax that violates Proposition 26 that was passed by California voters in November of 2010.
- The City must agree to repay the LADWP \$1.5 billion, an amount equal to the sum of all Transfers since the passage of Proposition 26. The City should issue \$1.5 billion in Judgment Obligation Bonds to fund this repayment over 15 years (about \$150 million a year).
- The City should place a measure on the ballot authorizing a new 8% Transfer Tax on Power System Rate payers to replace the illegal 8% Transfer Fee which should then be phased out in equal installments over 15 years.
- The City should place on the ballot a measure that reforms the City's budgeting process.

Neighborhood Council Budget Advocates
Department of Aging Report
October 21, 2015

ATTENDEES

Department of Aging: James Don, Assistant General Manager

Budget Advocate: Marisol Sanchez

RECOMMENDATIONS

- Increase support to 'Age Friendly Initiatives' for the city
- Address senior hunger, support funding programs to decrease number of seniors that lack proper nutrition
- Senior affordable housing
- Support funding for wellness programs throughout the city

DISCUSSION

Overview:

By 2030, approximately three million residents residing in Los Angeles County will be over the age of 60, as reported by the Area Agencies on Aging. Several studies of the aging population have identified a high prevalence of "health and safety challenges such as chronic disease, falls, and behavioral health issues" (NCOA, 2014) all of which contribute to the quality of life for many older adults. The Departments "plans, contracts, and directly administers programs for older adults residing in the City of Los Angeles and their family caregivers through a network of 16 multipurpose senior centers and City-wide providers. These programs include both congregate and home-delivered nutrition services, disease prevention, legal services, health promotion, social services, and transportation assistance. The programs promote healthy living, physical activity, and mental and emotional wellness for older adults. They are designed to promote an interdependent, comprehensive, accessible, culturally sensitive, and socially inclusive system of programs for older adults and caregivers. These programs are funded by federal Older Americans Act and state Older Californians Act grant funds" (DoA website, 2015).

Issues:

What are the barriers to providing exemplary service?

Age Friendly Initiatives:

- For this initiative to take place, all departments within the city must start observing how they can better serve the aging community. The department alone cannot complete all these tasks and will require cooperation from all other departments. For example, the DoA collaborated with the department of transportation to extend the time on crosswalks to allow those with mobility issues to cross safely. This is just one way, how the city can prepare for the senior tsunami that will occur. By taking incremental steps towards a multi-year process, the city would be better able to address the needs of our aging population.

- The city strives to combat senior hunger by providing home delivered meals and nutrition centers throughout the city (in conjunction with the department of parks and recreation, about 23 meal sites are available to seniors who are low-income). These services are available Monday – Friday, during normal business hours. The challenge of combating senior hunger is primarily focused on the weekends. Additional funding towards these services can increase the number of recipients who access a warm meal every day.
- As the population in Los Angeles continues to age, access to affordable housing will be required for older adults. Since the majority of seniors rely on Supplemental Security Income (SSI), Social Security Disability Income (SSDI), or social security as their primary income, covering the cost of living expenses that continue to rise in the city, can pose a challenge for those living on a fixed income. The maximum for SSI recipients totals about \$900/per month for someone living alone, affordable housing would take only 30 percent of this income towards rent, and the rest can be used for food security, medical bills, and utilities. Additionally, affordable housing developed with seniors in mind, creates a living community that allows a senior to age in place with dignity and respect. The current lack of affordable housing funding, will create a challenge in implementing an age friendly city initiative.
- At the multipurpose senior centers, wellness programs will be an ongoing need in increasing the independence and safety of seniors. Wellness programs are focused on Evidence-Based Practices (EBPs) these are models that have been researched by universities that have been proven to be effective in improving health outcomes. Increasing research funding and investment in these programs result in long term savings. In Los Angeles alone, falls continue to be the largest number of emergency hospital visits for older adults. By investing in EBPs such as the Matter of Balance, which has been proven to be effective in strengthening the balance of older adults, will continue to be funded and invested to ensure that older adults can thrive in their communities.

Department’s self-identified needs:

- Similarly, the department has identified three areas of need: support for age friendly city initiatives, senior hunger, and support for wellness programs (see explanations above)
- The DoA can save the city money by collaborating with non-profits and other city departments in creating and delivering these programs. By researching best practices, or EBPs, to help maximize the impact of these services, the city would essentially be saving money by investing in solution focused outcomes to benefit older adults.

Conclusion:

Based on the recent Regional Budget Day in region 7 & 8, community members voiced their concern for the lack of senior affordable housing options available in the city. This has been an ongoing issue and need. Members of the community have expressed interest due to the high rising costs of living expenses and rent in the city. Part of the age friendly city initiative, providing age friendly living environments that will be affordable to this population will be critical in allowing them to live with respect and dignity.

Respectfully submitted by Aging Committee Members: Marisol Sanchez and Jon Liebermann

**Neighborhood Council Budget Advocates
Department of Airports Report
2015**

ATTENDEES

Department of Airports: Ryan Yakubik, C.F.O.; Lisa Trifoletti

Budget Advocates: Jon Liberman, Terrence Gomes, and Linda Lee

RECOMMENDATIONS

The Budget Advocates have no recommendation at this time. We anticipate that future discussions with LAWA will provide us with a background of information where we might feel comfortable in submitting a recommendation:

BACKGROUND

This is the first year that Budget Advocates met with representatives from the Department of Airports which is also known as the Los Angeles World Airports (LAWA). LAWA is comprised of three airports. LAWA operates and maintains three airports: Los Angeles International Airport (LAX), LA/ONT International Airport (Ontario) and Van Nuys Airport. LAX is the fifth busiest airport in the world and the second busiest airport in the United States. In Fiscal Year 2015 LAX was used by 72.1 million passengers. Maximum capacity of the LAX is projected at 95 million passengers.

- LAWA is a significant economic influence on the economy of Southern California. In 2012 it was determined that LAWA accounted for 29,100 jobs at LAX and 22,450 jobs in the LAX adjacent area. Based on a 2011 study LAX operations generated 294,400 jobs in Los Angeles County and an additional 19,400 jobs in adjacent counties. This equates to Labor Income of \$13.6 Billion and economic output of \$39.7 Billion.
- In addition to influencing the economy, LAWA has significant impact on such disparate topics as ground transportation around LAX, and future economic development of the area close to LAX.
- LAWA, under its Board of Commissioners, is responsible for the management, supervision and control of all airports and airport facilities under the jurisdiction of the City of Los Angeles. It plans, constructs and maintains its own buildings, and controls its own funds in accordance with the Los Angeles City Charter.

CONCERNS AND DISCUSSION

As discussed above this was the first meeting between LAWA and the BA. The Budget Advocates wanted to understand how the Department worked within the framework of the Charter Provisions. Concurrent with that, LAWA wanted us to understand that their relationship was typical of most major US airports. While authority was granted to LAWA it was not without appropriate oversight. In addition to City oversight, LAWA had external audits by their auditors and by auditors from several Federal Agencies.

LAWA is in the midst of a major renovation that will continue through 2019. Projects include:

- Tom Bradley International Terminal will increase by 18 new gates.
- Replacement of the Central Utility Plant with the country's first "sustainable" airport utility plant.
- Replacement or refurbishing of over 200 escalators, elevator and moving walkways.
- Construction of a new in-line baggage handling and screening system.
- Renovation of Terminals 1,2 & 5.
- Connector between Terminal 4 and Tom Bradley International Terminal.
- Landside access and modernization which includes an off-site Consolidated Rental Car facility, pick-up and drop-off facilities for cars and a Metro light rail station.

- A new Midfield Satellite Concourse
 - Rehabilitation of Runway 16R at Van Nuys Airport.
-
- By Charter, LAWA must be self-sustaining. Funds generated by LAWA cannot be used for anything but aviation. LAWA spent a significant amount of time explaining the complexity of oversight they live within.
 - LAWA is audited by the FAA to assure compliance.
 - In December 2009 two cases were settled by the City of Los Angeles with LAWA as a result of FAA audits. The result of this settlement is that the City is required to make a series of semi-annual installment payments to LAWA over a 10-year period through 2019 to fund this settlement. These installment payments are offset against billings for the actual cost of services provided by the City General Fund to LAWA.
 - The City provides services to LAWA for construction and building inspection, fire and paramedic services, police, water & power, and certain administrative services. These amount to approximately \$93.2 million per year.
 - LAWA collects parking taxes for the City of Los Angeles. These taxes amount to \$8.8 million/year.

Respectfully submitted by Department of Airport Committee Members:

Jon Liberman

Terrence Gomes

Linda Lee

**Neighborhood Council Budget Advocates
Department of Animal Services Report
2015**

ATTENDEES

Department of Animal Services: General Manager Brenda Barnette and her staff

Budget Advocates: Jay Handal, Terrence Gomes, Jon Liberman, and Howard Katchen

RECOMMENDATIONS

- To increase compliance with the licensing law, change the city ordinance to require retailers and adoption agencies to license any and all dogs and cats on site prior to releasing the animal to the owner with the retailer/adoption agency including posting licensing information in return for retaining a portion of license fee as payment.
- Require owners of all animals purchased from any authorized retailer or adopted from any adoption agency, to license their dog as part of the purchase or adoption.
- Establish a lifetime and/or term licenses for altered dogs to save the city money on re-licensing costs and as an incentive for the consumer.
- Fund dissemination of the new policies including an amnesty period to bring all dogs into compliance.
- Fund additional canvassers so each shelter has a minimum 10 canvassers devoted full time to licensing.
- Fund training for canvassers and provide each trained canvasser with a uniform, items for their personal security, a badge, City ID card and city business cards to improve morale and reduce potential liability.
- Establish policies to facilitate training and procedures for new hires including activating ID cards upon hire, providing personnel, "D TIME", and their 999 numbers prior to commencing work and access to computers and electronic gates.

DISCUSSION

Animal Control Officers (ACO):

Animal Services currently has 52 active Animal Control Officers (ACO) assigned to the entire City of Los Angeles including ranking officers who are performing supervision, but not field-assigned. The department also has a support staff of 20 with 4% assigned administrative duties. There are eight vacancies. The current budget is funded for 2 classes. There are 32 approved positions and two recruiting classes funded for FY 2015-2016. A lack of active recruiting has kept the department from filling those positions. The current exam is open and continuous until positions are filled.

- The department needs to change the Animal Control Officer requirements to allow Reserve Animal Control Officer (RACO) training and experience and volunteer experience at the shelters to qualify for open ACO positions even though they may not have the 50 (fifty)paid hours which are currently required to apply.

Animal Licensing Fee:

The department's current collection rate for dog and horse license fees is at less than a goal of 70% compliant and will not attain potential for greater fee revenue under the current system.

- Implement improvement to have greater licensing compliance and generate greater license fee revenue.

- All animals adopted from any adoption agency, purchased from any authorized retailer, or city permitted breeder will require an owner to pay for a license at the location or point of purchase.
- Require an amendment to the current city ordinance to require retailers, Veterinarians, breeders and adoption agencies to provide license services for animals.
- Require an amendment to the current city ordinance to require that felines be licensed under the same standard as dogs. It will ensure vaccines are current, reduce stray population, and enable the safe return of felines to their owners if brought to the shelter. Revenue potential of \$40,000,000
- Change the license fee structure to allow the adoption agencies, retailers, Veterinarians, and breeder as license providers to charge a convenience fee of 20% to the licensee to collect license fees. This is in addition to the fee the City provides the service provider to collect license fees.
- Partner with LADWP, City Departments, and Neighborhood Councils through a poll/survey for stakeholders to determine the pet population in a community for license compliance. The survey would be conducted in the second fiscal quarter annually with a cost sharing agreement.
- Public Service Announcements need to be produced and released for monthly placement on radio, TV, online, print media.
- Require local retailers and service providers, as part of the licensing agreement, to post licensing information and distribute application and educational materials. The department needs to develop a “It is the law to license your animal” campaign for distribution through these channels. Emphasize safety and protection; a license can help identify an animal’s owner if an animal is lost or hurt.
- Hire more license canvassers to meet a 90% compliance rate. Canvassers should be equipped with the latest technology to collect license fees from non-compliant animal owners. Each shelter should have minimum of ten (10) canvassers devoted full-time to licensing collection activities.
- Licensing clerks should be on duty on Monday’s when the shelter adoptions are closed.
- Canvassers are currently under trained, and do not have an identifying uniform, nor do they have any items for their personal protection provided by the City. It is recommended that each canvasser be issued a City ID card and city business cards. The department should issue upon completion of the proper training courses the RCB "Winchester" expandable baton, 26 inches and the JPX pepper spray gun with 2 loaded rounds with a 2' spread at 23' max range. Canvassers should have the proper technology in the field loaded with the Chameleon application for license checking and issued field radios. They should drive city vehicles, with 2 canvassers per team.
- A lifetime license at \$200.00 for altered dogs and cats should be initiated saving the city money on re-licensing and offering a benefit to the consumer.
- New Dog Registration (within 30 days of ownership)
 - Permanent Dog License: Base Fee - \$200; Online Fee - \$3; Total: \$203
- Partial Year Registration (annual or 3 year registration)

- 1 Year Dog License, Partial: Base Fee - \$20; Online Fee - \$3; Total - \$23
- 3 Year Dog License, Partial: Base Fee - \$55; Online Fee - \$3; Total - \$58

Reserve Animal Control Officers (RACO):

- Currently, in order to apply for RACO, the individual must have 52 paid hours of animal work, which could include being a groomer. This policy should be changed. RACO should be trained in house as an officer, dropping the 52 hour paid requirement. In addition, it is clear that recruiting for RACO is almost an impossible task while the department is recruiting for paid officer positions. A greater outreach program should be instituted throughout the city through the Animal Services “new” Neighborhood Council Liaisons initiative created in September.

Mission Hills:

- This facility is a model of a successful public/private partnership. This model should be replicated as a means for cost savings at the other existing shelters. In doing so, the possibility of having more officers in the field for the same costs currently could exist. It is noted that there are only 2 officers in the field at night, covering the entire city

Reporting:

- There needs to be greater clarity of numbers reported both in spay and neutering, as well as actual adoptions. When a contract agency takes possession of animals from a shelter, an animal is reported as adopted, whether or not an adoption by owner or euthanized. This causes both sets of numbers to be skewed. The department should also consider its policy of identifying “aggressive” animals.

Cost Recovery:

- A cost recovery fee for anyone receiving an ACE should be instituted. A \$20.00 fee is recommended.
- A cost recovery fee for anyone licensing their animal online should be instituted. A fee of \$3.00 should be instituted.
- Late fees for failure to register within 30 days of adoption or renewal should be raised to \$20.00.

Cats:

- Los Angeles has a large cat population, both domestic and feral. Currently licensing cats is voluntary. It is recommended that a \$20.00 licensing fee be imposed and that all cats should be licensed, spay or neutered, and vaccinated annually.
- In addition, the intake of cats at shelters greatly exceeds the adoption rate. In an effort to move to a no kill policy, we suggest that the adoption of cats and kittens be made free of charge while providing a one year license, spay/neuter service, micro chipping and vaccination.

Respectfully submitted by: Jay Handal, Terrence Gomes, Jon Liberman, and Howard Katchen

**Neighborhood Council Budget Advocates
Office of Los Angeles City Attorney Report
February 16, 2015**

ATTENDEES

City Attorney Personnel: Leela Ann Kapur, Chief of Staff and Michiko Reyes, Chief Financial Officer
Budget Advocates: Danielle Sandoval and Barbara Ringuette

RECOMMENDATIONS

- Provide and prioritize training in risk management for all city departments.
- Identify revenue to fund additional workload of felonies reduced to misdemeanors under Prop 47. Advocate that some of the projected savings from Prop 47 go to reimburse the City Attorney's Office for their increased costs.
- Increase support staff Civil Litigation, Criminal department and expand the number of Neighborhood Prosecutors.
- Provide litigation and courtroom technology. Upgrade software to e-file federal legal cases (as required by the Federal Government).

DISCUSSION

Overview: The City Attorney's office writes every municipal law, advises the Mayor, City Council and all city departments and commissions, and Neighborhood Councils. It defends the city in litigation, brings forth lawsuits on behalf of the people and prosecutes misdemeanor crimes such as domestic violence, drunk driving and vandalism.

Funding primarily is from the City's General Fund. Expenses related to proprietary departments come out of their departmental budgets. The Office has a pretty strong grant department. Most of the grants are provided by public entities.

Staffing: Approximately 80 attorneys and 80 support staff were added this year bringing total staff to roughly 950, less than the 1,000 authorities at one point.

There are a lot of interns at all different levels, starting with college undergraduates. Some work as law clerks looking for hours and credits. Some are volunteer attorneys from law firms gaining trial experience.

Prop 47: The Office worked with the District Attorney who kept some cases during the transition of Prop 47 prosecutions.

The goal of Prop 47 was not to save money, but to divert funds into rehabilitation. Prop 47 cases mainly are drug cases that need treatment more than incarceration. The concern is to improve the efficacy of the Proposition. Currently there is much less leverage to get drug abusers into treatment. The Office of

City Attorney is working with the County Department of Health to develop attractive and effective programs. Also, they are applying for grants to do correlative projects.

If there are savings from Prop 47 as projected, then some of those savings should go to reimburse entities like the City Attorney who have increased costs.

The Office is looking to expand reentry services including mental health, drug treatment and housing of some sort for those leaving jails.

Homelessness: The City is moving to deemphasize enforcement, rather to solve the problems leading to homelessness, to find balance. For example, tiny houses – some are unsafe, hazardous, and placed where they disrupt the flow of traffic, block sidewalks and interfere with business. Also they create a liability for the City. The City is removing some of the houses, putting them in storage.

Next Budget: The Office will be asking for additional staff on the civil litigation side, both attorneys and support staff. As for risk management - There is a citywide effort to identify pockets of risk from the top down, that is, from the Mayor and City Council down. LAPD is a major focus while every Department has workers compensation issues.

The Office is asking for additional Neighborhood Prosecutors at each Police Division to focus on regional issues, coordinate with their counterparts and work primarily on 1) gang issues, 2) nuisance abatement and 3) family violence.

In land use matters the developers indemnify the City. The City Attorney will implement a panel of private attorneys to be retained at the developer's expense.

Information Technology: Two budgets ago funds were provided for City Law System, a case management system that will capture data and improve productivity. It is now coming on line. The new technology will also assist in identifying trends, important for risk management.

In order to perform in a highly competitive arena, Information Technology is essential to the overall performance of this department in conjunction with a solid support staff. When counsel appears on behalf of their clients they need to have efficient equipment. The judiciary is transitioning to a Next Generation of Case Management/Electronic Case Files (CM/ECF) and the full transition is expected over several years. It also is imperative that this department move forward with the technology and software to e-file federal legal cases.

Risk Management: In order to reduce liability and foreseeable lawsuits, the City Attorney needs to develop and implement mandatory risk management training for each of the city departments, both to address personnel issues common to all departments and to those issues specific to individual departments.

For instance, as discussed with Chief Moore and others, LAPD would intensively train a cadre of officers on mental illness; how mental illness may manifest in the community; techniques to communicate with and calm an agitated person in acute psychiatric crisis; treatments to relieve suffering and allow people with mental illness to function safely; and community-based resources to provide treatment. Through this training and on-the-job experience, police officers function as mental health specialists. When an apparent mental health-related incident arises, the department's specialized unit is dispatched to the scene. Over time, officers come to know many of the mentally ill community members they serve and develop bonds of trust thereby reducing liabilities.

**Neighborhood Council Budget Advocates
Department of Building & Safety Report
October 15, 2015**

ATTENDEES

Building & Safety: Frank Bush, Executive Officer; Steve Ongele, Chief Resource Management Bureau; Lincoln Lee, Chief Code Enforcement Bureau; and John Biezins, Asst. Chief Code Enforcement Bureau
Budget Advocates: Committee Co-chairs Barbara Ringuette, Scott Bytof, and Danielle Sandoval; also Committee Members Patrick Seamans, Elvina Beck, and Veronica Torres-Matthews

RECOMMENDATIONS

- Expand the very successful Case Management System to help all developers of 100% affordable housing projects navigate the system.
- Prioritize the case processing system – 100% affordable housing projects and 50% or more affordable units go to the front of the line.
- Waive fees or reduce and postpone fees on 100 % Affordable Housing projects and for Projects with 50% or more Affordable Housing units until a Certificate of Occupancy is issued. Where projects are largely funded by the public, scarce public funds should be expended only when a project goes forward. This is another method the city can assure projects come on line more rapidly at a lesser expense, and that maximum housing resources are made available.
- Study additional strategies for efficiency in the entitlement process – parallel design, additional service centers throughout the city, etc.

MISSION STATEMENT

To protect the lives and safety of the residents and visitors of the City of Los Angeles and enhance the quality of life, housing, economic prosperity, and job creation citywide. Through a timely, cooperative, and transparent process, the DEPARTMENT ADVISES, GUIDES, AND ASSISTS CUSTOMERS to achieve compliance with the Building, Zoning, Plumbing, Mechanical, Electrical, Disabled Access, Energy, and Green codes and local and State laws TO BUILD SAFE, WELL, AND FAST.

BASIC SERVICES

Engineering plan check, issue permits, inspect new construction, and code enforcement on complaints.

AFFORDABLE HOUSING AND HOMELESSNESS

- This committee also met with the Department of City Planning, the Department of Housing & Community Investment, the City Administrative Officer, a developer of affordable housing, the Mayor's staff for Affordable Housing and Homelessness, the Office of Senator Kevin De León and with Los Angeles Housing Services Authority (LAHSA). As a result of these meetings and recent initiatives, the committee believes housing for the homeless and affordable housing can be expedited and the expense of building projects reduced to address the housing emergency. The committee developed recommendations for each of the Departments.

- Homelessness emergency – Budget Advocates expressed concern that environmental protections, quality of life, and property values be maintained in neighborhoods while addressing homelessness – Mr. Bush assures “we won’t compromise any of the codes.”

DISCUSSION

Staffing for Services:

- Enterprise Positions – Construction has really picked up over the last few years and is booming. The Council and Mayor have restored enterprise positions, funded entirely by fees. The Department is working to fill plan check and permit positions. DBS has made tremendous gains in shortening timelines and with new programs in the construction process.
- Code Enforcement – DBS is happy to get staff restored as complaints have not slowed down at all. Building & Safety (DBS) is restoring positions to code enforcement. 60% of staff had been cut, increasing response time on complaints from 3 to 30 days. 14 staff are to be added in 3 year increments although the number was downsized to 8 to begin in January. As of 2011 DBS assesses a \$356 Code Violation Fee to help pay for investigation and enforcement of complaints, issuing an order to comply. If there is no compliance in 30 days, DBS assesses a \$660 fee and moves the case to the City Attorney to schedule a City Hearing which could result in a misdemeanor and later a lien on property. There’s a 250% penalty for late payment, so collection is fairly good.
- Proactive Inspection Program Unit (PACE) – Inspectors look for visual blight in specific neighborhoods identified by a council office and work closely with other agencies and the City Attorney. Community Development Block Grants (CDGB) through US Housing and Urban Development (HUD) fund the project.
- Conditional Use – A new program in conjunction with City Planning. Once the Planning Department approves Conditional Use permits for Beverage and/or Entertainment, DBS will conduct a proactive inspection, another inspection six months after start of the operation and an inspection prior to the expiration of the permit. Building & Safety will share information with the Planning Dept. The program is funded by fees.

Updates:

- Information Technology – DBS is updating equipment, bringing on computer programs to assist customers in the permit process, and completely redoing the Department’s website by the first of the year.
- Personnel – It’s a lengthy process to hire inspectors and engineers. The Managed Hiring committee is no longer in place which had delayed the process. However, the Personnel Dept. was downsized too and is getting grants from the many city departments.
- Centralized billing and collection – DBS is developing procedures to centralize billing of all the departments in the development process - DBS, Bureau of Engineering, Transportation, Planning, and LAFD – to start in 2017. The City will continue to contract with Collection agencies when invoices are not paid within 45 days.
- Earthquake Retrofit –The Council has approved staff to implement earthquake retrofit of soft story apartment buildings. DBS expects to start send out courtesy notices beginning in January.

- Fees – DBS charges fees for plan check, permits and code violations where orders are written. These fees can only reflect the cost, that is, what the department spends on an average case. Current fees are adequate to cover complete expenses.
- Litigation – DBS has few suits pending against it; departments such as LAPD, LAFD, Sanitation, Transportation, and Public Works have more suits.
- New responsibilities – Most of the time the Department has sufficient time and staff to respond to new matters, such as enforcement of a new ordinance. If a big issue comes up, the Department would look to develop a new ordinance to address it.

Queries regarding DBS services in our Neighborhoods:

- Mansionization – DBS workload consists of issuing permits and inspection of construction; a revised ordinance will have little change on the workload.
- Airbnb – Proof of a violation must meet a threshold for the City Attorney to move forward on a case; it is very difficult to prove operation of a short term rental. DBS workload would depend on what ordinance is passed by the City Council. If annual inspections are called for to assure buildings are in compliance, DBS would assess fees and hire staff. A Budget Advocate suggested a question be added to the HCIDLA annual Systematic Code Enforcement Form to assist in identifying rental properties converted to hotel use – “is the property being used as a short term rental?”
- Sunset-Gordon Project – All the Departments had signed off on this project and the Certificate of Occupancy (COO) was issued. The project was constructed; there were issues with its use. In such an instance DBS issues a notice to revoke or an order to stop doing something, and ultimately the City Attorney and Court may be involved.
- Transfer of Conditional Use Permits (CUPs) – DBS investigates complaints where a new owner is not operating according to conditions in the original CUP. Noise and crime would be investigated by LAPD and their vice unit. Ultimately the CUP can be revoked.
- Roof top decks – Building Codes address the safety, weight, and structural integrity of roof top decks. Zoning Codes address maximum height, floor area, whether a roof deck is allowed in the area and with what conditions. In major mixed use projects roof top decks are encouraged for recreation.
- Emergency preparedness – In the event of an emergency the DBS emergency section will mobilize immediately. The Department is prepared and ready to go. DBS tracks and documents all the time and resources involved to submit invoices for possible reimbursement. The City Emergency Management Department deals directly with FEMA.

WHAT BUDGET ADVOCATES CAN DO TO ASSIST

Code enforcement is important to quality of life in City Neighborhoods. Neighborhood Councils can encourage the reporting of complaints. This also could serve to assure present levels of staffing at the Department of Building & Safety are maintained.

Neighborhood Council Budget Advocates
Chief Administrative Office Report
October 23, 2015

ATTENDEES

Chief Administrative Office: Miguel Santana, City Administrative Officer, Ben Ceja and Patricia Huber, Assistant City Administrative Officers

Budget Advocates: Joanne Yvanek-Garb, Barbara Ringuette, Danielle Sandoval, Harvey Goldberg and Jon Liberman

RECOMMENDATIONS

Budget Advocates concur with CAO plans to address:

- Performance based budgeting - assist individual Departments to revise metrics in order to better identify weaknesses with a goal to improve efficiency and performance.
- IT Infrastructure – update security, prepare for next wave of technology.
- Document recovery - evaluate and enhance each backup system saving either to the cloud or in a nearby state.
- Earthquake/disaster preparedness – assess whether the CAO secondary location is appropriately located, up to date, and ready to go with data outlets, etc.
- Homelessness & Affordable Housing - collaborate with County, State and Federal agencies to identify sources of funding to reduce homelessness and implement programs to expand services to the homeless and build affordable housing.

BASIC SERVICES

The CAO supports the Mayor and City Council in the development of the budget along with the Mayor's Budget Team. The office receives monthly reports from the Departments and routinely reports the city's financial status throughout the year. This allows for adjustments, how the City will get to goal. Where there is an overage, the Mayor and/or City Council will get involved.

The CAO negotiates with labor unions at the direction of the Mayor and provides support to departments including contracting.

The CAO works to implement metrics as part of the budget package, looking from a positive context at how an additional dollar will improve a metric. The CAO makes recommendations to the Mayor and the City Council. The Mayor's team assists the departments.

Every Department's General Manager is responsible for his/her department's budget.

DISCUSSION

Revenue: The CAO department is reimbursed for bond funded positions and from some special funds. The office generates the bill for the entire city including proprietary departments.

Keeping the City on the path of fiscal sustainability – In 2010 the city developed guiding principles:

- 1) Build a reserve fund rather than stopping one-time fires utilizing best practices of budgeting.
- 2) Focus on core services, what we can afford, what the city is supposed to do under the charter.
- 3) Look at alternative ways of doing things.

The City still shows structural deficits, and is working to be free of deficits in 2017/2018.

Homelessness: The Mayor and City Council spoke of an emergency, a crisis of homelessness. CAO Miguel Santana is working closely with the County Chief Executive Officer (CEO) to define the role between the City and County. CAO Santana is most optimistic about one coordinated strategy, a comprehensive approach at the City and the County. He sees how homelessness impacts us as a city – public safety, libraries, parks, the impact on the economy and our way of life.

Staff is working on a real assessment of what's needed. \$100 million is not nearly enough. Budget Advocates shared Los Angeles Neighborhood Council Coalition's (LANCC) recommendation: that the City increase funding to \$125, ask the County to match it, the state to match the total and the feds to match that total for \$1 billion to address homelessness.

Federal ongoing sequestration could be a roadblock. US Housing and Urban Development (HUD) Secretary Julian Castro came to LA to work with the City and County, however, he did not commit to anything.

The City is looking at how to use existing structures for housing, and how to create opportunities for development on under-utilized parcels the city owns. The CAO believes mixed populations are the best. CAO Santana adds that the City is still debating whether we will be a dense city or not. He adds "We need to be creative."

GOALS AND CHALLENGES

The key goal is a balanced budget and elimination of the structural deficit. The CAO operates on a 5-year forecast of income and services.

The 2015-2016 Budget: Mr. Ceja feels the budget turned out the best it could have. The hardest times to develop a budget are (1) to make cuts and (2) coming out of cuts when everybody wants to restore their budgets to what they were before cuts. "It's important to keep caution; the economy is still schizophrenic."

Performance-Based Budgeting: The CAO's office drafts instructions for performance based budgeting. Each department's General Manager takes over from there.

Staffing: The CAO is asking "what is a better way to do what you did before. "

There is a relationship with FUSE Corporation, a non-profit that funds individuals with specific skill sets from the private sector to work for a year. Currently individuals are working on three projects: homelessness, Olympics, and public infrastructure & financing.

Infrastructure Needs: The City is exploring alternative financing in order to build what's needed quicker. For example, outside contracting - a private developer could carry construction expense for public projects on their balance sheet.

Technology: The City's technology is lacking. The focus is on outcomes, deliverables and less on process. Technology changes, requiring a different set of skills, therefore, on the tech side the city would do more contracting out.

The goal is to shore up the Information Technology (IT) infrastructure to address security issues, and to prepare for the next wave of technology. The city does not have the staff to address this need. The efficient and economical way is through contracts.

Document recovery is a concern across the departments. Evaluate and enhance each backup system saving either to the cloud or in a nearby state.

Personnel: The Department received additional staff and is addressing the pent-up demand for exams.

Emergency Preparedness: Currently the CAO is looking to update plans. CAO personnel are required to report to work where they are assigned. There is a plan for a secondary location if needed, and that location is being reviewed as to appropriateness of the location and available utilities.

In an emergency the CAO is responsible to track costs for the city. After an immediate response, the City would want to recover quickly, and the office is ready to do whatever the Mayor and City Council may require.

Salary Negotiations: The CAO recently concluded negotiations with labor unions, and is preparing a report including an actuarial study showing the big picture, the cost of negotiations including pensions projected over 30 years. The CAO assists with union negotiations and employee relations for the proprietary departments.

Future Planning: The CAO has a 5 year forecast of expenditures and revenue, and continues to work on the structural deficit.

AFFORDABLE HOUSING AND HOMELESSNESS

This committee also met with the Department of City Planning, the Department of Housing & Community Investment, the Department of Building & Safety, a developer of affordable housing, the Mayor's staff for Affordable Housing and Homelessness, the Office of Senator Kevin De León and with Los Angeles Housing Services Authority (LAHSA). As a result of these meetings and recent initiatives, the committee believes housing for the homeless and affordable housing can be expedited and the expense

of building projects reduced to address the housing emergency. The committee developed recommendations for each of the Departments. With regards to this homelessness emergency – Budget Advocates expressed concern that environmental protections, quality of life, and property values be maintained in neighborhoods while addressing homelessness.

WHAT NEIGHBORHOOD COUNCILS/BUDGET ADVOCATES CAN DO TO HELP:

- 1) It's important that Neighborhood Councils are taking action around the homelessness issue. The homeless are our neighbors too.
- 2) Go to meetings of Housing Committee; identify what the need is.
- 3) Attend meetings of the Homeless Committee. Show that neighborhoods are willing to participate.

Neighborhood Council Budget Advocates
Office of the City Clerk Report
February 19, 2016

ATTENDEES:

Office of the City Clerk: Holly Wolcott, City Clerk, and John Chavez from the Mayor's office
Budget Advocate: Barbara Ringuette

RECOMMENDATIONS

- Provide additional outreach to encourage voting and educate voters on the issues; follow the plan of the City Clerk to offset the expense of an upgraded position.
- Explore retaining additional files at Piper Tech as an expense-saving measure as well as providing greater accessibility in monitoring record retention dates.
- Develop and implement a records retention system for records from Councilmembers' offices upon their leaving office; establish schedules for retention and encourage councilmembers to voluntarily provide the records they have.
- Explore the possibility of providing administrative functions for the Department of Neighborhood Empowerment (DONE) as an opportunity for enhancing services and as a potential budget savings.
- Consider backing up files onto the cloud, and purchasing the additional equipment to do so.

MISSION STATEMENT

Facilitate and support City legislative processes and meetings, record and provide access to the City's official records, preserve the City's history, support economic development, and conduct elections with integrity.

BASIC SERVICES

The Office of the City Clerk keeps and tracks City Council and Commission proceedings, votes, paperwork and claims filed. Public notices, ordinances, contracts are all filed with the City Clerk. The office runs City elections and compiles Neighborhood Council candidate filings. The City Clerk administers the City of Los Angeles' Business Improvement Districts program. The City Clerk also provides records retention management services for all City departments, and administers and manages the City's Archives. All claims filed against the City must be received and recorded by the City Clerk.

DISCUSSION

Budget Considerations:

- Elections – The City pays the County \$4.1 million for the first measure (the City) places on the ballot; the City pays \$300,000 to \$400,000 for each additional measure which can run up the bill to \$5.2 million. Generally the City can place five measures on the ballot.
- The cost for elections is for printing and mailing. The City pays the County for placing a measure on the ballot.
- Records Storage – 180,000 boxes are stored at Piper Tech. Another 180,000 boxes are in commercial storage. It costs half a million dollars each year to store records off site. The Office is trying to bring

more records in-house, to expand the service center at Piper Tech and to keep records for the minimum required retention period. This could lead to a budget savings from reduced cost of commercial storage.

UPDATES

November Elections: A higher turnout is expected in a Presidential election, especially when there is an open seat. The question is “will voters be educated on the issues” – the local issues in particular? What is the level of interest on DWP reformation? On the state measures? Two initiative measures could be eligible for the ballot if supporters gather enough signatures.

Ballot Capacity: The City is limited in the number of measures that can be placed on the ballot, generally five, because the current technology cannot handle more. Should the state have a large number of ballot measures, the City would be limited to even fewer ballot measures.

New Voting Machines: They will print out only the offices and candidates the person voted for, not the entire ballot, thus saving space and allowing for the possibility of a larger number of measures on the ballot. The new system was to be available in 2018 but because of consolidation with the County the date has been moved up to 2020. There will be no elections in 2019 which should be a cost savings.

Records from Councilmember Tom Labonge’s Office: 136 boxes were sent from the Councilmember’s office had been marked as documents to be destroyed. The District Attorney instructed the City Clerk to hold onto 36 boxes. The remainder 100 boxes were likely destroyed. A record document that would show or lead to a final action must be retained.

There has not been a records retention issue in the past. The current concerns have brought to light the possibility of developing a retention plan with established schedules. This would benefit constituents because there are no records of constituent correspondence in any other records than the councilmembers’ offices unless the retiring Councilmember voluntarily gives records to the City Clerk. Such a system would provide continuity for constituents in following issues of concern to those in the Council District, a considerable benefit.

Records: The City Clerk keeps all financial records, contracts and ordinances. Personnel records are kept permanently. ITA has all emails. Constituent correspondence would probably be the only records missing from a Councilmember’s office.

The Office has information technology (IT) backup at Piper Tech, however, if the whole area would be down, then a third backup onto the cloud would be appropriate. The City Clerk’s office would require equipment for a backup to the cloud.

Trust Funds: City Clerk is in charge of only one trust fund, the Business Improvement District (BID). However, the office administers 46 funds for the City Council, such as the fund regarding pipes under the city.

Outreach: The City Clerk is requesting funds in the proposed budget to provide outreach and education. Activities would include focus groups, public service announcements, etc. In order to remain close to the prior allocation for the Office, the proposal is to offset this additional expense by deleting two lower level positions and upgrading the classification for the new position to an administrative/management level. With administration of elections transferring to the County, the role of the City Clerk should become

making sure voters have access to and are informed on the issues. Growing the electorate and educating all on the issues is consistent with the goals of the Neighborhood Councils, and would have our full support.

Department of Neighborhood Empowerment (DONE): There is discussion of the City Clerk assisting DONE with some administrative functions, such as coordinating meetings of the Board of Neighborhood Commissioners (BONC) and streamlining the posting of agendas.

The City Clerk's dedicated accounts payment staff currently handles accounting functions for CLA, the Mayor as well as the City Clerk's office. Ordinarily there are benefits to assigning functions such as finances and posting to the offices that have the expertise and technical capacity to do them well, and this would seem appropriate to explore. DONE staff are excited at the possibility, however, there is concern that there be sufficient staff to take care of program needs. Any transition of functions would require the buy in of Neighborhood Councils.

Transparency: The City Clerk can increase transparency and services by (1) making sure documents are available on line (2) encouraging the filing of documents on line in order to expedite the time required for the City Clerk to then post them on line.

WHAT BUDGET ADVOCATES CAN DO TO ASSIST

Budget Advocates can assist the Office of City Clerk in helping with outreach, identifying (1) what people are looking for on City websites so that the City can be more responsive, (2) what consumers need to know, and (3) how the City can be more responsive.

**Neighborhood Council Budget Advocates
Bureau of Contract Administration Report
2015**

ATTENDEES

Bureau of Contract Administration: John Reamer, Director

Budget Advocate: Kevin J. Davis

RECOMMENDATIONS

- Reinststate a five-year training program to train new inspectors in conjunction with local colleges.
- Working with City Attorney, develop a comprehensive program of policies and procedures to allow for the widespread use of electronic signatures on important documents. The current policy requires the long-term storage of key documents with wet signatures. A new policy would also allow for quick filing from the field using smart devices.
- Fund additional inspectors to handle the increasing workload due to the recent changes to the minimum wage ordinance and to backfill for a large number of inspectors due to retire in the next few years.
- Increase funding to provide inspectors with upgraded hardware and software to enhance their ability to perform their duties.

DISCUSSION

- Reamer said that the duties of the Contract Administration include inspection and contract compliance. Inspection covers public capital investments. He explained that the bureau is responsible for inspecting work and authorizing payments on contracts regarding work done by private companies on public property including street widening, traffic lights, and other private work in the public right away.
- In terms of inspection, his bureau is responsible include making sure that the prevailing wage is being paid by certifying that payrolls are in compliance and to enforce any related City Council ordinances.
- With the recent passing of the City's Minimum Wage Ordinance, the bureau is now responsible for ensuring against wage theft by all private businesses located inside or doing a significant amount of work inside the city limits. This will require additional inspectors.
- Reamer stated one of the biggest challenges the bureau has been their inability to cover open positions vacated by retirees due to managed hiring. As it stands now, Reamer estimates that 40% of his workforce is either eligible for retirement will be eligible for retirement in the near future. He believes what the bureau needs is a good recruiting program. He is currently in talks with personnel to discuss creative ways to allow for a quicker hiring process to fill these pending vacancies.
- What he would like to see is revival of the assistant inspector progress. The program was designed to allow participants up to five years to develop the skill set necessary to be hired on as permanent, full-time employees. The trainees usually achieved the necessary skill set two to three years. Currently, the Bureau of Engineering has a similar program for its new recruits. The bureau wants to

partner with Los Angeles Trade Tech College and other colleges in the area to develop such a program. He compared it to a minor league club working in conjunction with a major-league team.

- The training program was discontinued several years ago due to managed hiring. Reamer explained that it made no sense to offer training program if there were no jobs available once a participant completed the program. Reamer noted there are four major Metro projects in the works at this time, so he says there will be plenty of work for these new trainees once they complete the program. He also pointed out that projects at major area facilities such as the LA Harbor and LAX will continue to need additional inspectors.
- Another major challenge for the bureau will be to transition to the use of more smart technology in field work. Reamer said it would be beneficial if the inspectors could use smart phones, tablets and other electronic devices to do their field work. He said it would be beneficial to be able use common programs in the field such as Google maps to plot work sites.
- Another big challenge for the bureau would be a desire to transition to the use of electronic rather than wet signatures on documents. Because of their need to store documents with a wet storage, the division expends a large amount of money on record storage. The division is currently working with the City Attorney's Office develop policies and procedures to allow them to do more documentation using electronic signatures in the future. At the current time, the division is not even allowed to scan documents for electronic storage. They are required to keep actual wet signatures on file for many projects.
- When asked about contract compliance and dealing with the performance by contractors, Reamer said a major part of the problem was that departments oversee many these projects were not submitting documentation at the close of the project evaluating the performance of the contractors. Without this documentation, the bureau cannot move against problem contractors. Reamer attributes part of this problem to the retirement of senior employees in recent years in various departments and the lack of education given to their successors.
- Reamer suggested that one way to improve contract compliance would be to educate other departments of the need to complete a questionnaire once projects are completed.
- One tool Reamer would like to see more education on is BAVN (Business Assistance Virtual Network). This software allows the bureau to advertise contract opportunities as well as allow potential contractor and subcontractors to communicate. Reamer said the software is being used early in the contracting process to help with the vetting process. Reamer indicated he would like to see expanded use of the software to further streamline the contract awarding and management process.

Respectfully submitted by:

Kevin J. Davis

Neighborhood Council Budget Advocates
Office of the Controller Report
November 19, 2015

ATTENDEES

Office of the Controller: Monique Earl, Administrative Deputy Controller, JoVonne Lavender, Chief Management Analyst, and Todd Bouey

Budget Advocates: Joanne Yvanek-Garb and Harvey Goldberg

RECOMMENDATIONS

- Increase the number of audits performed by the City Controller's staff or outside auditors by increasing the number of Staff Auditors from the current 19 to 23. Increase the funds available for Outside Audit firms from \$500,000 to \$750,000 per year.
- Fund the review of the existing payroll management system (PaySR) that is used by all City departments (except DWP) and possible alternatives and provide additional staff for risk mitigation to ensure that the stability of the existing system is maintained.
- Fund the purchase of an Asset Accounting Module to the City's financial system (FMS) to record financial information related to real estate which is linked to a separate Asset Management System that is being requested by GSD.
- Fund IT staff for the department (currently non-existent).

DISCUSSION

Auditors:

The Controller's Office is responsible for conducting scheduled audits, special audits, investigations and audits on request from the City Council and management. The bottom line is to determine if the various departments and programs are functioning efficiently, and effectively achieving their goals. The audits result in recommendations that improve efficiency, increase controls and save money.

- These audits result in an average savings of 3 times what is spent to conduct the audit. For example, an additional investment in audit staff and/or contracted services of outside auditors of \$600,000 could potentially result in the City reducing expenses or increasing its revenues by \$1,800,000, a net savings to the City of \$1,200,000.
- The past financial crisis resulted in reducing the audit staff from 47 to 19, while maintaining the budget for outside auditors at \$500,000/year during a period of increasing audit costs. The longer term plan is to increase the audit staff to 40 and the budget for outside auditors to \$1,000,000. The current budget is requesting the addition of 4 staff auditors (to 23) and to increase the outside auditor budget by \$250,000 to \$750,000.
- One of the key issues highlighted in the Service Report Card conducted by the Budget Advocates was a feeling of lack of creditability in our elected officials. The dramatic reduction in the audit staff and number of audit performed gives our Stakeholders reason not to trust our elected officials.
- The Budget Advocates support the request to increase the audit staff and outside auditor funding as a good first step to bringing the Audit Section up to a reasonable level, which should also provide a net financial savings to the City.

Payroll System

- The current payroll system (PaySR) is more than 15 years old and potentially unstable. There is a concern that the current system poses substantial risks. PaySR processes payroll for approximately 40,000 City employees covering all departments except DWP. Thus the system has to deal with multiple union contracts and related salary structures.
- In order to mitigate the potential risks from this system, the controller is planning to hire additional employees to monitor the input, salary changes, the system itself and etc., to limit the potential risks. At the same time funding is being requested for needs assessment for a replacement system and related evaluations.
- Given the age of the system, the number of employees and the complexity of our payroll the Budget Advocates feel the money for a needs assessment is an important addition to the 2016-17 budget.

Asset Accounting Module:

- The City currently does not have centralized information on the assets that it owns or leases. The addition to the FMS of the Asset Accounting Module by the Controller would permit the recording of financial information related to our real estate. The complementary Asset Management System being requested by the General Services Department (GSD) has multiple modules that would provide information on real estate and property management, building maintenance and operations, space planning management, asset management, environmental and risk management, move management, capital planning, workplace services, contract management and customer requests. The addition of these two related modules would help the City keep track of its real estate.
- Recently when the City was trying to identify possible locations for providing shelter for the homeless no listing was able to be identified that contained all the properties over which the City had control.

IT Staffing:

- The Controller's Office does not have any budget for IT staff. Since being elected Ron Galperin has purchased software to developed "Control Panel LA" that provides the public with online access to a tremendous amount of information relating to our City's finances and expenditures. This project was accomplished without any formal staff. Employees that perform other functions worked on these projects "on the side." Accounting and financial functions of the Controller's Office rely on IT. Without a formal staff it is extremely difficult to review and update existing systems, evaluate new systems and develop more efficient ways to process data.
- The Controller has demonstrated that with no staff they are capable of substantially improving the delivery of data. With limited staff, they should be able to make substantial improvements in information availability or develop more efficient ways of processing data.
- We believe the Controller's Office should be given the opportunity improve their operational efficiency with the addition of their own IT staff.

OTHER INFORMATION

Record Retention:

- The Controller's Office does not use any outside storage for its records. All records are stored in the City Hall basement. When records reach their destroy date they are moved to the Piper Tech location for destruction. The destruction process is about 2 years behind because of the long approval process required prior to destruction.
- The Controller's Office spends approximately \$100,000/year (including benefits) in labor managing its records. There is no storage cost charged for the use of the City Hall basement.

Neighborhood Council Budget Advocates
Department of Convention and Tourism Development Report
2015

ATTENDEES

Department of Convention and Tourism Development: Robert R. “Bud” Ovrom, Executive Director
Budget Advocate: Jon Liberman

RECOMMENDATIONS

- That the City determine whether an expanded and modernized Convention Center is needed in order to have Los Angeles competitive in the Convention marketplace commensurate with the city being the largest market in the region and the second largest city in the country.
- That the Department plan for expansion and modernization be adopted as long as the expansion can be funded without levying any new taxes or increasing any current tax rates.
- That the Departmental timeline of an expanded and modernized Convention Center be completed by December 2020 be adopted.

BACKGROUND

In prior years the Convention Center was run by the City of Los Angeles. A few years ago, the city determined that a more efficient public-private sector arrangement would benefit the City of Los Angeles. Currently the City owns the Convention Center but the center is run under a management contract with AEG Facilities management. By its very function the convention business is done with contracts being signed this year covering conventions running 6-7 years into the future. Based on feedback from existing conventions there is a known need for modernization and a rational basis for the need to expand facilities. The limiting factors are the fact that there is only so much space within which expansion can happen and the need for any modernization expansion to be essentially self-funded. One additional unknown factor was the potential for building a National Football League stadium on the site. In the current year a determination was made that the NFL stadium would not be located at this site.

CONCERNS AND DISCUSSION

There is a direct correlation between convention centers and income generated in the city because of the convention business. Los Angeles is the largest city in California and the second largest city in the country. However, our convention center does not reflect this status. In our region we have the following convention centers:

Anaheim	1,138,100 sq. ft.
San Diego	816,800 sq. ft.
San Francisco	1,151,600 sq. ft.
Las Vegas	2,183,200 sq. ft.
Los Angeles	870,000 sq. ft.

- Currently there is a strong international and national interest in visiting the City of Los Angeles. Conventions provide additional incentives for travel that result in income to the city derived from hospitality (hotels, restaurants, transportation, recreation and retail sales).
- According to a study done by the Los Angeles Tourism and Convention Board from 2010-2014 inadequate hotel and/or convention center space contributed to 16% loss (271 events) of potential lost citywide conventions that would have been scheduled in future years. These lost conventions equate to 3.3 million room nights, \$750 million in lost room revenue, \$105 million in lost Transit Occupancy Tax, and a total, economic impact loss of \$4.9 billion.

- The Department of Convention and Economic Development has proposed an expansion and modernization which would result in increased amenities such as a new hotel located on the convention center grounds, more exhibition space, additional meeting rooms and a 97,000 square foot ball room. The cost would be approximately \$500,000,000 and the entire cost could be paid for without increasing tax rates or levying new taxes.

Respectfully submitted by Jon Liberman

Neighborhood Council Budget Advocates
Department of Cultural Affairs Report
February 11, 2016

ATTENDEES

Department of Cultural Affairs: General Manager Danielle Brazell, Assistant Manager Daniel Tarica, and Administrative Services Director Alma M. Gibson

Budget Advocate: Krystee Clark

RECOMMENDATIONS

- Expand promotion of the city's new and existing cultural offerings including grant opportunities.
- Cultivate and build staff capacity. One staffer last year went thru over 400 grant applications single handedly.
- Modernize DCA's operations through technology, focus on interdepartmental communication and collaboration.
- Re-imagine and brand our public art programs. Bring a focus to our local assets.

DISCUSSION

The Department of Cultural Affairs (DCA) job is to deliver critical cultural and artistic services that enrich the lives of every Angeleno. DCA advances the social and economic impact of the arts and ensures access to diverse cultural activities through: grants, marketing, development, public art, community arts programming, arts education, and partnerships with artists and arts organizations across LA's neighborhoods.

According to the 2014 Otis Report on the Creative Economy and LA Creates, Keith McNutt's 2013 report more artists live and work in Los Angeles than any other community in the country. That is why the Los Angeles Department of Cultural Affairs is so important to the vitality of our creative economy. The nonprofit arts and cultural ecology of LA is a complex and dynamic network that serves as the research and development catalyst for our entire creative sector, which in turn fuels tourism, the regional economy, and neighborhood individuality and vitality. In the LA region, every 10 direct creative economy jobs support 9 indirect jobs¹, and non-profit arts organizations employ thousands of workers, which generate \$140 billion in total annual economic impact.

With a newly appointed General Manager in 2014 the Department was new to the Budget Advocate process. The role of the Budget Advocates was discussed in depth and an ongoing relationship has now been formed.

The DCA actively collaborates with several city departments to deliver its services. These include: Transportation (DOT), Engineering (BOE), Building and Safety (LADBS), Recreation and Parks (RAP), General Services (GSD), the Information Technology Agency (ITA), and Los Angeles World Airports (LAWA), among others.

Through intra-city partnerships, and close coordination with the Office of the Mayor, the Los Angeles City Council, the City Administrative Officer (CAO), the City Attorney, and the City Controller, DCA

ensures that its services are provided in accordance with the city's administrative code and its charter. Technology to improve communication between these departments can use drastic improvement. There are three goals that have been set by the DCA. One is to increase access to free and low-cost arts and cultural experiences. Two, Foster the unique visual and experiential identity of LA's diverse Neighborhoods, and three, preserve and expand access to the city's Historic Cultural Monuments.

The DCA has thought of many strategies to meet those goals.

Some of those ideas include providing business training and affordable workspaces to ensure the long-term success of LA's creative communities, establish a Mayor's Awards for Excellence in Arts and Culture, launch Creative Economic Development Fund to support public-benefit creative businesses and workers, increase investment in the nonprofit cultural sector through competitive grants, expand public-private partnerships with City- owned Cultural Center nonprofit operators and create and develop a Creative Summer Youth Jobs Program.

Through its Community Arts Division, DCA makes arts and culture accessible to underserved communities throughout the City, and provides safe environments for Angelenos from all walks of life. In order to provide great cultural services to Angelenos, DCA must be transparent, efficient, and responsive to grantees, appointed and elected officials, and the general public. They could use more staff and more technology to help them communicate with the public. They are looking forward to the launch of a new DCA website that will help bring better access to stakeholders.

Department of Cultural Affairs Budget Advocate committee members include:

Krystee Clark

Juan Salas

**Neighborhood Council Budget Advocates
Department on Disability Report
November 2, 2015**

ATTENDEES

Department on Disability: Stephen Simon, Executive Director and Ricky Rosales, AIDS Coordinator

Budget Advocates: Committee Chair Patrick Seamans and Committee Members Jeanette Hopp and Fanny Ortiz

Interpreter: Richard Pope; Real-time Captioner: Total Recall, for Patrick Seamans

RECOMMENDATIONS

- Permanently fund the programs administered by the AIDS Coordinator's office.
- Provide funding to hire and train additional ADA accommodation service contractors for emergency situations and certified access specialists [ADA is Federal law, the Americans with Disabilities Act.]
- Provide funding to hire qualified accommodation service contractors on an as-needed basis for consumers/program participants with special needs.
- Fund a training protocol for staff on IT, updated ADA, state laws, fair housing laws, etc.
- Implement a fair payment provision to assure paying ADA accommodation service contractors on time.
- Provide seed money to work with corporate sponsors to fully update the Department's website, digital assignment program, information and referral online system, outreach and community resources kiosk for consumers, and other programs necessary to enhance integration of the disabled.
- Fund a program to partner with Neighborhood Councils to integrate the broader disability community into their events.
- Mandate every city department and agency to have at least an ADA point person to handle issues either within the department/agency or in conjunction with the Department on Disability.
- Fund training protocols for relevant departments on evaluating projects or programs as well as their websites and internet documents to comply with Section 508.
- Fund a position or positions to establish guidelines for accessible, affordable housing and revise the City's accessible transit plan as required by the Federal Government.
- Fund an office to review, during the planning phase of transit, streetscape, accessible parking, affordable housing, etc. so ADA compliance can be integrated prior to the construction phase.

MISSION STATEMENT

The Department's mission is to make every city, program, service and facility successfully compliant with Section 508 / ADA.

EVALUATION

Recommendations in the NCBA 2015 Report on the Department on Disability:

The City of LA adopt the following suggestions:

- Digitize the Department on Disability's records so that the training process for future employees can be easier and faster
- Move towards making the City as ADA compliant as possible to avoid lawsuits that the City must settle."

Evaluation of Recommendations from the NCBA 2015 Report:

- The first recommendation is not implemented.
- The second one is being assumingly implemented in some cases.

BACKGROUND/BASIC SERVICES

From the NCBA 2015 Report: "The Department on Disability is a small agency within the City of Los Angeles that is designed to craft policy, programs, services and activities to improve the lives of those with disabilities, to guide the City through the process of becoming ADA-compliant, and provide ADA compliance training for both City Departments and private organizations. The Department's audience is vast, including all persons with disabilities in the City, persons with HIV/AIDS, City employees, elected and appointed policymakers, and more."

BUDGET BACKGROUND

Budget allocation in the NCBA 2015 Report on the Department on Disability:

- In the 2014-2015 Budget Year, the Department on Disability was appropriated a total budget of \$1,961,633, including:
 - \$1,490,978 (76%) on salaries
 - \$316,792 (16%) in expenses (i.e. office supplies, transportation, printing)
 - \$153,863 (8%) for the special AIDS Prevention Program
- The Department's funding came from the General Fund with \$1,374,490 (70%) and the Community Development Trust Fund, a Federal block grant program (for the development of viable urban communities through the US Dept of HUD) with \$587,143 (30%).
- Adding related and indirect costs, the total cost of the Department on Disability to the City is \$ 2,687,080. The Department has a total of 11 employees spread throughout different divisions with 6 (54.5%) working in ADA compliance.

Budget allocation in the 2015-2016 Budget Year:

- In the 2015-2016 Budget Year, the Department on Disability is appropriated a total of
- \$ 2,718,652, including:
 - \$1,638,739 (60%) on salaries
 - 987,392 (36.5%) in expenses (i.e. office supplies, transportation, printing)
 - 92,521 (3.5%) for the special AIDS Prevention Program.
- The Department's funding comes from the General Fund with \$2,344,347 (86%) and the Community Development Trust with \$374,305 (14%).
- Adding related and indirect costs, the total cost of the Department on Disability to the City is \$3,516,720. The Department has a total of 12 employees spread throughout different divisions with 7 (58%) working in ADA Compliance, with 2 (17%) in Community Affairs and Outreach, 1 (8%) in AIDS coordination, and 2 (17%) in general administration and support.

CONCERNS AND DISCUSSION

- From the NCBA 2015 Report: "Mr. Simon told the NCBAs that his Department was a small, internal Department, with most of its work in ADA compliance. A large portion of the City

remains inaccessible to people with disabilities, which generates frequent lawsuits that the City must settle constantly. The Department must also do risk management work and partner with other City agencies to complete its mission. Mr. Simon comes from doing policy work and would like for the Department to advocate for policy at various levels of government. The Department is also very small: issues of homelessness and mental health must be deferred to the County or City-Council Partnerships.” His comments are still valid.

- Mr. Rosales told NCBA that the AIDS coordinator’s office has two sections. The administration and policy section advises the Mayor and the City Council on HIV related issues and Hepatitis. The other section, the AIDS prevention program, provides services, some ones at individual level, to different communities at risk, and recently started economic empowerment program for the transgender community at risk. Rosales continues that a yearly average of 700 veterans with various disabilities went through the AIDS Prevention program. The homeless is 30 per cent of the individuals. Funds of \$1 million a year have come traditionally from the Community Development Trust. Over the past three years, the Department has lost about 65% of the Federal funds. For the current year, they have \$ 374,000 in allocated funds. And the City Council allocated an additional \$590,000 in general funds to cover the gap. The Department is asking the Mayor and City Council to continue the \$590,000 allocation on a permanent basis [See Recommendation #1 mentioned above].
- According to Mr Simon, there are four barriers the Department faces to achieve their mission:
 - The scale of the mission, everything from sidewalks to parks to assistive technology,
 - The need and scale of educating City departments that they understand that this is a Federally mandated part of their mission. Any project City department considers has to be assessed whether it is accessible. Their staff can do it themselves or consult the Department on Disability but they have to do it. In reality, at a basic level, tens of thousands of city employees do not understand the mandate. [Recommendations #8, #9, #10 and #11],
 - The biggest barrier for the Department, the need to digitize and upgrade the “Computerized Information Center (CIC),” the primary link to the constituents. The CIC system is not digitized, just basic apps. Staff replies on a bunch of books and service requests sent by faxes. Mr. Simon asks that his Department be fully digitized, possibly in partnership with corporate sponsors. [Recommendations #4 and #6].
 - The need to train department staff on laws and IT. Staff have a job making sure everything in the City is accessible. They do not have support or time to go to ADA training workshops so they need to be updated on technology. The updated ADA law itself is updated on State law, Fair Housing law and other applicable laws. The Department does not have any money for training in that respect. According to Mr. Simon, there is no training protocol currently for staff, which is being worked on. Managerial skills are highly needed so the Department is getting two experts, a certified access specialist and an expert in emergency preparedness, and setting up a Title III program that is community-oriented. The Department works with the California Commission on Disability Access to make certain all city services are ADA compliant. They will work with any and all small businesses to help them become ADA compliant.
- Due to the mission scale, additional access specialists and ADA coordinators, Mr. Simon says, may be needed. [Recommendation #4].

- As concerns ADA-mandated contractual services to assist constituents in City functions [e.g. a cultural event] or on City premises, a normally allocated fund (\$200,000) goes to sign language interpreting, SLI (70%) and communication access real-time translation, CART (30%). Due to an expanding disabled population and emergency situations, additional contractors may be needed. In addition, for preparedness, apart from SLI and CART, accommodation service contractors on an as-needed basis are needed for consumers/program participants with special needs. At times, because of non-digitized CIC, contractors have not been paid on time. [Recommendation #2, #3, #4 and #5].
- In the IT area, a major concern is that City websites, internet documents, videos and internet videos are not thoroughly accessible. City departments understand that it needs to be done and the Department is trying to enforce the mandate but it has no enforcement power. The ITA (Information Technology Agency) is working on this issue. Some lacking areas in IT accessibility are a risk for preparedness litigation. [Recommendations #2 and #9].
- In community outreach, the Department strategically integrates the broader disability community into City cultural events and wants to partner with neighborhood councils in that respect. [Recommendation #7]
- In sum, the administratively understaffed Department is the only one in the City without an executive administrator. Staff is doing three or four people's jobs. Probably in part for that reason and other reasons mentioned above, accordingly to WalletHub cited by disability organizations, Los Angeles is # 95 among 150 U.S. cities in overall rank for economic environment, quality of life and health care for disability communities. By comparison, San Francisco is #37 and San Jose #13. However, besides a need for additional staffing, Mr Simon pointed that fundraising and partnership with corporate sponsors would update the Department's systems and create an innovative revenue-generating program as well as the best and quicker service, information and referral online system ever, which would advance the City of Los Angeles to a better rank position.

WHAT CAN BUDGET ADVOCATES DO TO ASSIST?

Neighborhood councils should do a part of their mission to find out who in their community needs services and bring that to the City Council and the Department's attention or to their specific City Council member's attention.

Neighborhood Council Budget Advocates
Department of Economic and Workforce Development Report
December 3, 2015

ATTENDEES

Department of Economic and Workforce Development: Ms. Jan Perry, General Manager
Budget Advocates: Sarah Cochrane and Veronica Torres-Matthews

RECOMMENDATIONS

- The Department of Economic and Workforce Development (EWDD), along with city councilmembers and other elected officials, should actively search for strategic partners in order to provide coordinated services, such as the Los Angeles Unified School District, Los Angeles Community College District, Los Angeles Public Library, California Employment Development Department, Los Angeles Chamber of Commerce and other similar organizations.
- The WorkSource Centers (WSC) and YouthSource Centers (YSC) should emphasize on training in high demand employment sectors and focuses on serving job seekers with significant barriers to employment, including individuals with disabilities, returning veterans, English-language learners, former foster youth, formerly incarcerated individuals and individuals with a history of homelessness. Most importantly, the WSC and YSC should establish working partnerships with potential employers that can employ long-term and fulltime, including developing businesses through the BusinessSource Centers (BSC) so that they can become future employers. Lastly, WSC and YSC should mitigate employment barriers such as lack-of or poor housing, quality childcare, and transportation, by improving relationships with Housing Authority of the City of Los Angeles, and other housing assistance organizations, First Five Los Angeles and local Resource and Referral Agencies, etc.
- The EWDD should work hard to ensure that all city's workforce development programs; WSC, YSC and BSC have updated and functional websites with information available to the public. Moreover, making sure that all social media outlets are being used to outreach to the targeted population and that information is available in the language most commonly spoken in the area.
- The City of Los Angeles should set aside a revolving fund for small business assistance.
- To attract new business, the City should explore other options including reducing barriers to entry such as shaving off entry fees or increasing the speed in which a business is established by working with the building and safety department. Also, address creating a tax rebate or other financial incentive for business owners to employ personnel through the WorkSource Center which could incentivize future business owners.

DISCUSSION

Overview:

The Economic and Workforce Development Department (EWDD) goal is to steer economic development in a manner that yields thriving businesses, and creates job training and career opportunities for the City of Los Angeles. EWDD works every day to deliver a strong and committed workforce, sustainable

neighborhoods and profitable communities throughout Los Angeles. The EWDD, through its Workforce Development Division (WDD), manages the City's workforce development programs. Funding for these programs comes from federal, state, and local government sources and from private entities. The EWDD manages a network of service providers – seventeen WorkSource Centers (WSC) and sixteen YouthSource Centers (YSC). The centers are located throughout the city and provide various workforce development services for businesses, job seekers, and youth. The EWDD also funds nine BusinessSource Centers (BSC) throughout the city of Los Angeles. There BSC are operated by community partners which provide startup ventures and current small business owners various cost effective tools to make their business a success. Through these tools, small businesses can grow and remain competitive within the City of Los Angeles.

- Following the dissolution of Community Redevelopment Agencies (CRA), the Los Angeles City Council voted in support of a new framework for the City's economic development structure. The EWDD was asked to put together a citywide Economic Development Plan and thus far five plans have been presented. The EWDD is currently waiting on the final decision from the city council on what pieces they would like to implement as their final plan.
- Among the five Economic Development Plans presented were:
 - Enhanced Infrastructure Financing Districts. While this plan does not require an automatic set aside stream of revenue, but can be used in mixed income projects to provide a platform for affordable housing to be developed.
 - Community Revitalization Investment Authority (CRIA), which is AB-2 being put forward by Assembly Member Alejo, has very strict guideless such as:
 - This bill requires that at least 80% of the land calculated by census tracts or census block groups within the area must be characterized by both of the following conditions:
 - a) An annual median household income that is less than 80% of the statewide annual median income.
 - b) Three of the following four conditions:
 1. Non-seasonal unemployment that is at least 3% higher than the statewide median, as defined by a specified labor market report.
 2. Crime rates that are 5% higher than the statewide median crime rate, as defined by a specified Department of Justice report.
 3. Deteriorated or inadequate infrastructure such as streets, sidewalks, water supply, sewer treatment or processing, and parks.
 4. Deteriorated commercial or residential structures.
- The use of General Fund money to spur economic development within their own areas.
- All five Economic Development Plans are available in the Council File Index.
- Funding for the EWDD is mostly grant funded by the federal government grants. As the economic development side grows, asks of the general fund have been made, but funding has been very conservative.

How can Budget Advocates Assist?

An overlay like the CRIA would be more advantageous to the older parts of the city and will require a percentage of the tax increment to be set aside for the construction and development of affordable housing. The BAs can research the best Economic Development Plan and provide input by providing community impact statements and speaking with their respective councilmembers.

It is important for constituents and employers to take advantage of resources for finding jobs and listing their jobs vacancies such as the WSC, YSC, BSC and through Jobsla.org.

Conclusion:

The Budget Advocates commend the EWDD in supporting economic expansion. Focusing resources on developing a talented workforce is important for attracting new business and ensuring a self-sufficient, diverse workforce in Los Angeles. Moreover, the current joint efforts between city and state to assist constituents in finding employments and job training (i.e. the WorkSource Center on Crenshaw) is a model that should be replicated in order to make most use of funding available.

Respectfully submitted by:

Sarah Cochrane, Juan Salas and Veronica Torres-Matthews

Neighborhood Council Budget Advocates
Department of El Pueblo Report
October 19, 2015

ATTENDEES

Department of El Pueblo: Lisa W. Sarno, Assistant General Manager

Budget Advocate: Marisol Sanchez

RECOMMENDATIONS

- Increase funding for Public Safety and Security
- Provide/sustain 24/7 Foot Patrol Security On-Site
- Address issue of homelessness in El Pueblo

DISCUSSION

Overview:

The department of El Pueblo provides more than 2 million visitors a year, an opportunity to learn about Los Angeles history and explore the cultural diversity of the city. Among those visitors, more than 400,000 of them are 4th grade school students learning more about the rich history of Los Angeles. El Pueblo remains one of the city's major sources of tourism, because of its appeal of free museums, tours, and exhibits. In 2014, more than 588,000 tourists visited the Avila Adobe, one of L.A.'s oldest homes. Each year, major cultural events such as 'El Dia De La Virgen', takes place for 24 hours and has experienced an influx of more than 50,000 visitors. Recently, this past September, it is estimated that more than 25,000 people visited the 'Mole Festival' and the Mexican Independence Festival, which continues to grow each year, attracting more visitors.

Issues:

- Not only does el Pueblo attract a large amount of visitors each year, but it is also home to a large amount of homeless individuals in the area. Walking to El Pueblo, it is difficult to avoid the amount of homeless people living near El Pueblo or loitering throughout La Plaza. During the day, the time most school students visit El Pueblo, many homeless individuals exhibit signs of substance use or a mental health diagnosis (sometimes both), as a result our students are being exposed to the poor living conditions and the lack of services addressing the need of this population. In the borders of El Pueblo, tents are set up by the homeless around the afternoon, discouraging potential visitors from visiting. For this reason, the need for public safety and security is needed to address some of these concerns. Most often the homeless will ask for donations to help feed themselves, although tourists provide some monetary relief; this is a temporary solution to an ongoing issue.
- The department of El Pueblo, has identified the need for 24/7 security (with actual badges and uniforms) to help patrol El Pueblo. This would help maintain the safety of thousands of tourists that visit each month, while providing security at major cultural events. Because 90% of its public programming is free to the public, and the projected increase of monthly events and attendance by

visitors, security will be an extremely valuable asset to maintain and grow the welcoming environment tourists and visitors seek.

- El Pueblo believes it can generate more income for local restaurants and stores by increasing its safety in the area. By providing 24/7 foot patrol, more people will be attracted to visit El Pueblo and participate in its activities.
- Although not a priority, El Pueblo would benefit from technology upgrades, both within the department and in El Pueblo activities. By providing tourists with an interactive experience at museums, and by using tablets during tours (especially for evaluating the effectiveness of the department and decreasing the need on the reliance of paper evaluations, by providing technology upgrades) the department would be able to maximize its efforts in providing a quality experience for visitors of El Pueblo.

Conclusion:

The department is one of the few departments to maximize their programming efforts with a shoe string budget (revenue from parking stations, and on-site filming assists with the annual budget for operations.) Because El Pueblo continues to provide FREE services to the community, it is owed to the community and visitors to be protected and safe while attending events at this site.

Respectfully submitted by Marisol Sanchez

**Neighborhood Council Budget Advocates
L.A. City Emergency Management Report
November 29, 2015**

ATTENDEES

Emergency Management Department: James G. Featherstone, General Manager and Anna Burton, Assistant General Manager

Budget Advocates: Nelson A. Castillo, Jeanette Hopp and Brandon Pender

RECOMMENDATIONS

- Increase the personnel budget for the Emergency Management Department (EMD) to hire more emergency managers and to allow the Department to get any current employees that are being paid with grant money to be paid with EMD budgeted monies funded by the City of Los Angeles.
- Increase EMD's budget to update their computer software and hardware including servers, to renew software licenses for the City's Emergency Operations Center (EOC) as necessary, to fund emergency satellite phone services, and to hire their own in-house computer technical support staff.
- Expand the EOC Logistics Section and Mass Care Branch
- Fund support contract payment to NotifyLA for City Public Mass Emergency Notification System.
- Increase EMD's budget to allow the Department to establish an alternative emergency operation center facility to run its operation if the current EMD location is incapacitated.
- Staff the implementation and sustainment of developing and exercising neighborhood emergency plans using the City's 5 Step Program and improve outreach to the community
- Fund a Communications Division and its ability to develop, coordinate, and deliver emergency preparedness, readiness and crisis communications for the City.
- Staff the development, implementation, and sustainment of the City's emergency management supply chain resiliency program.
- Increase EMD's budget to accommodate the Department's additional expenditures related to homelessness issues.
- Authorize EMD to contract with the County of Los Angeles allowing EMD to hire a full-time staff person as the Public Health Coordinator.
- Fund operational readiness of EOC including year-round training for Citywide public safety, emergency management staff, and EOC responders; maintenance of equipment and supplies; full funding of EOC activations and exercises; and enhanced action reports following Citywide functional, hazard-specific emergency response and recovery activities to validate and/or enhance current EOC and Department Operations Center processes and Citywide planning documents.

DISCUSSION

EMD: With approximately 4 million residents and 400,000 business firms, EMD has the enormous task of planning and preparing all City departments, residents and businesses for man-made and natural emergencies, as well as coordinating subsequent response, recovery and mitigation efforts.

EMD is composed of four divisions: Administrative Services, Communications, Community Emergency Management, and Operations. Each division is comprised of administrative staff and specialists that work with City departments, municipalities and an array of community based organizations to ensure

that the City and its residents have the resources and information they need to prepare, respond and recover from emergencies, disasters and significant events.

EMD works to resolve the challenges in emergency management. It strives to achieve the following nine goals, which are designed to be specific, measurable, achievable, relevant and time-bound (SMART):

1. Serve as the leading City experts in contemporary emergency management strategies and policies.
2. Enhance communication and coordination with City departments to provide accountability in emergency preparedness activities and eliminate redundancy of efforts citywide.
3. Ensure that all department emergency plans are up-to-date, consistent, comprehensive and compliant with state and federal guidelines.
4. Ensure City staff has access to all required and recommended training relevant to emergency management and preparedness.
5. Ensure training and exercises are implemented as appropriate to evaluate and improve capabilities, operational readiness, preparedness, plans and strategies in a risk-free environment.
6. Review and revise update the Emergency Operations Center training requirements to streamline and update standards and processes.
7. Coordinate and expand community outreach efforts and actively establish and maintain partnerships with community leaders throughout the City.
8. Enhance the administration and management of the Emergency Operations Fund (EOF).
9. Ensure that the City's emergency management program (including mitigation, preparedness, response, recovery, and training) includes issues affecting persons with disabilities and others with access and functional needs, children and older adults.

The fiscal year 2015-16 Adopted EMD Departmental Budget is \$2,058,100.

For fiscal year 2016-2017, EMD is requesting a Departmental Budget of \$3,273,765 and a Non-Department Budget of \$1,204,707 for a total of \$4,478,472.

ISSUES FACING EMD IN FY 2015-2016:

EMD has 25 full time employees, 20 of which are dedicated to emergency management functions and six (6) of which are dedicated to administrative services. Eight (8) of these positions are grant-funded, supported through the Homeland Security Grant Program.

The 20 emergency management positions include one (1) Public Health Planner funded by and on loan to the City from the Los Angeles County Department of Public Health. EMD is currently in the process of making the on-loan public health planner into a full time staff position.

In FY 2011-2012, a position was created and funded using Public Works Sanitation funding. This position was filled in FY 2015-16 and is used to support public works emergency management programs.

EMD has five (5) emergency managers per one million residents. In comparison to other major metropolitan emergency management departments, that number is significantly low. For example, in San Francisco, there are 27 emergency managers per one million residents. That number climbs to 28 per million in New York City and 80 per million in Washington, D.C.

EMD is also working with the City Personnel Department on its EMD Succession Plan. As of November 2015, EMD has approximately 63% of its staff that are eligible for regular or early retirement as of 2017.

While only 20% of employees on average actually retire when they are eligible, it is imperative that the department identifies ways to build its professional emergency management workforce to support the City's ability to respond to and recover from disaster.

Part of EMD's software, hardware and audiovisual equipment is outdated. For example, EMD's servers were acquired on or about 2007.

EMD is dependent on the L.A. City Information Technology Agency to manage and maintain its technology. Cumbersome procurement processes make it difficult for EMD to acquire equipment on a timely basis.

EMD also needs an alternate Emergency Operation Center (EOC) facility to run operations if the current EOC location is incapacitated.

L.A. CITY CONTROLLER'S AUDIT OF THE EMD:

In 2008 and 2012, the Office of the L.A. City Controller (Controller) audited the EMD. The Controller made 29 recommendations to improve EMD's performance and enhance the emergency preparedness and readiness of the City of Los Angeles.

The original 2008 audit was used to identify programs and processes out of date or no longer applicable to the City of Los Angeles emergency management program. The 2012 update was used to assist EMD in the continuation of this review and was a critical tool used in the development of the 2012-2015 EMD Strategic Plan.

To date, EMD has implemented or is in the process of implementing 26 of the 29 recommendations made by the Controller.

EMD, however, disagrees and has not implemented the following three (3) recommendations:

- 3.6 The Emergency Management Department should: Develop a process to ensure that City Departments that have existing business relationships with tenants (a) require the tenants to have sufficient emergency plans for their own operations and that those plans are integrated into the Department's own emergency plan, (b) require the tenants to participate in emergency drills, exercises and trainings, and (c) establish agreements that would provide for resource sharing and other cooperative behavior during or following an emergency incident.
- 4.4 The Emergency Management Department should: Ensure that departments appropriately utilize information from the LAPD Operation Archangel ACAMS system when developing threat and hazard analysis.
- 6.3 The Emergency Management Department should: In consultation with the experts hired by the City to comply with the court order, develop a strategy and mechanism for maintaining a central record of care facilities, persons with disabilities who are served by community-based organizations, and self-identified individuals with disabilities, who may require added assistance during an emergency.

CONCLUSION

EMD is one of the most important public safety agencies in the City. Citywide preparedness, response, and recovery coordination is critical to all City agencies and the community. With limited staff, EMD

remains focused on core tasks, critical emergency response functions, and the optimization of grant funding. There is no greater responsibility for the City of Los Angeles than to protect its residents and ensure that everyone is ready to respond to and recover from a natural or man-made emergency or disaster.

The City of Los Angeles is prone to 13 of 16 major disasters and threats listed in the Robert T. Stafford Act (FEMA 592, 2007). It is particularly vulnerable to the destructive effects of wildfires, flooding, mudslides, and earthquakes. Because of the many threats that the City faces, the importance of readiness for the City and for residents cannot be overstated.

EMD is considered the “hub of the wheel” because it manages the City’s response to and recovery from a large-scale emergency, crisis, disaster, or significant event. Additionally, the Department works with numerous municipalities, state and federal agencies, and the private sector and is involved in numerous outreach, education, and community preparedness activities on a year-round basis.

EMD should strive to fulfill its mission and goals to the best of its ability and implement recommendations that would enhance its performance, including those made by the L.A. City Controller’s Office.

The City of Los Angeles has adopted readiness as a priority in both policy and practice. The City should provide EMD with the necessary resources for it to continue to be at the forefront in advancing those policies and making readiness a part of the culture of the City of Los Angeles.

Respectfully submitted,

NCBA L.A. City Emergency Management, Police and Fire Departments Committee:

Nelson A. Castillo, Esq., Chair
Jeanette Hopp
Becky Leveque
Ayana McCowen
Brandon Pender

**Neighborhood Council Budget Advocates
Pension Departments (LACERS and LAF&PP) Report
September 11, 2015
Updated to include Actuarial Reports of Segal Company**

ATTENDEES

Los Angeles Fire and Police Pensions: Ray Ciranna, General Manager LAFPP

Employees' Retirement System: Tom Moutes, General Manager LACERS

Budget Advocates: Harvey Goldberg, Joanne Yvanek-Garb, Jon Liberman, Liz Amsden and Nelson A. Castillo.

RECOMMENDATIONS

- Los Angeles needs to establish a Commission on Retirement Security to review its current retirement plans and to make recommendations for the future. For the 2015-16 fiscal year the City will pay in excess of \$1,100,000,000 (\$1.1 billion) toward the retirement plans for its employees and retirees.
- The Pension Plans and other LA City departments need greater flexibility from the structural constraints that now exist in its job descriptions in hiring employees that require specialized skills or experience.

Overview:

Los Angeles pension and retirement medical plans are managed by two different pension departments both run by its own Board of Commissioners that are partially appointed by the Mayor and partially elected by the employees and retirees. The LAF&PP manages the pensions and etc. for fire, paramedic and police employees and retirees and LACERS for most other City employees and retirees (except DWP). The budget for each departments operations (administrative operating expenses) is determined by its respective Board of Commissioners, not the City Council. The total cost of each plan which includes its operating expenses, current and future benefit payments to retirees (pensions & medical), less contribution by current employees and earnings on investments, are paid by the City into the plan. The plan then invests the monies received and uses earnings to help reduce future City contributions. The recommended City contribution is determined by an actuary hired by the plans. The actuary considers many variables to determine its recommendation. Some of the most important include the long term investment return rate (currently 7.5%), expected salary increases and longevity. The contribution is expressed as a percentage of payrolls that is then converted to actual dollars.

Issues:

- Both pension plans believe that with their currently in process system upgrades that they will be able to provide outstanding service to their plan retirees and employees at a reasonable cost. Both plans continually review their investment advisors for performance and cost and will make changes when they deem it appropriate.

- Since the pension plans operate outside the City's normal budget, they were not affected by the budget cutbacks in recent years.
- Both plans will submit their preliminary operating budgets to their Boards in March 2016 and when approved they will be submitted to the Mayor and CAO. Preliminary budgets will not be submitted to the Mayor in November 2015.
- The investment returns for the fiscal year ended June 30, 2015 were 2.8% for LACERS and 4.01% for LAFPP. These were both significantly below the projected 7.5% that is used in the actuarial assumptions that determine our annual contributions. For the current fiscal year, through December 31, 2015 LACERS had a negative return of approximately -0.8% compared to an expected 3.75%. We don't have more current information.

CONCLUSION

- The calculation of employee pensions is highly complex. In addition, employee compensation which not only includes salary, but benefits while working, working conditions and retirement benefits, requires a detailed analysis based upon current market competition and conditions. Most companies in private industry have moved away from "defined benefit" retirement plans (similar to what LA City offers) in favor of "defined contribution" plans.
- For the fiscal year 2016-17 for our pension plans and retiree medical benefits our City will have to contribute approximately 44.5 cents for each dollar of payroll for Police and Fire employees (LAF&PP) and 28.16 cents for each dollar of payroll for Tier 1 and 24.96 cents for Tier 3 other employees (LACERS). Prior to considering the effect of the creation of the Tier 3 pension level for LACERS employees and moving approximately 2,000 Tier 2 employees to the greater benefit level of Tier 1, our pension plans had an unfunded liability (UAAL) of approximately \$8,935,000,000 (\$8.9 Billion).
- The cost to move the Tier 2 employees to Tier 1 is \$15.9 Million, retroactively, plus an increase in the contribution rate for the 2016-17 fiscal year from 28 cents for each dollar of payroll to 28.16 cents an increase of approximately \$3 Million.
- In order to determine what is best for the City, last year the Budget Advocates recommended "the establishment of a Commission on Retirement Security to review its current retirement plans and make recommendations for the future." A commission composed of representative from employees, the City and compensation and benefit experts. This was the same recommendation made by the 2020 Commission in April 2014.
- In the CAO's response to the 2015 White Paper pension recommendation they stated that "The City Council is currently considering the recommendations of the 2020 Commission." The Budget Advocates can find no evidence that the recommendations of the 2020 Commission relating to "the establishment of a Commission on Retirement Security to review its current retirement plans and make recommendations for the future" was ever considered by the Council or a committee, thereof, nor any other recommendations made.
- As a result we once again repeat our prior recommendation.
- Certain positions in City departments evolve over time and require special skills that are not necessarily detailed in job descriptions that were previously developed. Departments should be

given limited discretion to hire permanent employees outside of these job descriptions. In addition, departments, working with the Personnel Department should be granted authority to change such job descriptions without renegotiating contracts.

Respectfully submitted by Pension Departments (LACERS and LAF&PP) Committee Members:

Harvey Goldberg, Co-Chair

Joanne Yvanek-Garb, Co-Chair

Jon Liberman

Liz Amsden

Nelson A. Castillo

Brandon Pender

Howard Katchen

Jeanette Hopp

Neighborhood Council Budget Advocates
Ethics Commission Report
October 26, 2015

ATTENDEES

Ethics Commission: Executive Director Heather Holt and Deputy Executive Director David Tristan

Budget Advocates: Liz Amsden, Harvey Goldberg and Jon Liberman

RECOMMENDATIONS

- funding to restore staffing to educate City employees and those running for office so everyone understands the parameters and when violations lead to enforcement action
- funding to structure and improve outreach including to non-City employees (sub-contractors) and Neighborhood Councils and their stakeholders
- funding to ensure timeliness of audits, which will inform the public about candidate compliance and violations, help ensure future compliance, and avoid statutes of limitation issues
- funding for more investigative and enforcement work on ethics and lobbying issues, as well as campaign issues
- restoration of overhead budget to a level that investigations are not delayed through lack of funds
- guarantee that the Ethics Commission level of funding is maintained through poor economic times since that is when there is more incentive to break the law, especially if people are aware the commission's funds have been cut

DISCUSSION

Overview:

The Ethics Commission was created in 1990 to oversee governmental ethics, campaign financing and lobbying in the City of LA as part of one of the most comprehensive package of local governmental ethics in the US. Its goals are transparency, integrity, impartiality and accountability. Other cities have emulated Los Angeles approach to ethics and software developed by the commission has been sold to these entities. Following the malfeasance and conflicts of interest by elected officials in the 1980s that led to the formation of the commission, enforcement was seen as key, but the current leadership is emphasizing education and outreach in order to reach compliance as more effective than prosecution. This is the first time the commission has met with representatives of the Budget Advocates.

Like every other department, the Ethics Commission staffing suffered cutbacks during the City's economic downturn and, as a result, challenges to its ability to achieve all its legal mandates have been created. For the past few years, their focus has been restricted to overt violations among City employees and the monitoring of campaign financing. Their mandate is to ensure that the City operates in the best interest of the public and that it is perceived by public as such. The Ethics Commission provides transparency about lobbying, City officials and employees, contractors, City and LAUSD elections (candidate fundraising including independent expenditures entities, spending, reporting,

advice, audits, and enforcement), investigates and enforces against violations, and is accountable to the citizens of Los Angeles.

- A major obligation of the Ethics Commission is education. In previous cut backs, they lost staffing for that section/division which now should be restored and enhanced to allow trainings for all employees of the City government, their contractors, the Neighborhood Councils, lobbyists and those considering running for City office.
- Because campaigns for elective office are audited on a cyclical bases and there tends to be a public focus on elections, auditing and enforcement in this area tends to come at the expense of the other areas of law that also require oversight. Limited staffing has prevented the Commission from working in other enforcement areas, such as governmental ethics and lobbying issues. Audits and enforcement cases in these areas can be more complicated than campaign finance and have often been delayed or not completed due to limited staff and funding.
- The City would benefit by providing the additional funding necessary to institute investigations that might take more time to complete but would hold persons accountable and send a strong message to others that might choose to break such laws. The audit team and the enforcement team are backlogged due to limited staff. Funding is needed to ensure timeliness of audits, to meet statutes of limitation, and to create a deterrent effect. When prosecutions occur on a timely basis, future losses are avoided and the public receives critical transparency.
- And while the majority of their costs are in staffing (7/8 of their \$2.7 million dollar budget for FY15-16), they do incur expenses for investigations and prosecutions including the exercise of the Commission's subpoena powers, conducting administrative hearings, and working with other agencies on criminal issues.
- There is an increasing perception that a number of our elected officials are beholden to developers and other interests (such as signboard purveyors). Whether true or not, stakeholders feel that certain relationships influence the day-to-day decisions at the expense of community wishes. It is imperative that the Mayor and City Council *not* be perceived as impeding the Ethics Commission's work by withholding sufficient funding and limiting the Ethics Commission's investigation and enforcement ability.
- The Ethics Commission is required to address every complaint and must provide stakeholders with an easy method to register their complaints, to help allay the broadening public perception that the elite of Los Angeles have a seat at the table but that the public is either not invited or has no power to affect the outcome.
- The foregoing requires widespread education, strong lobbying restrictions, transparency of regulated activity, and proactive and timely enforcement. And the Committee on Budget would do the City and themselves a disfavor if they were not to increase the funding to address these issues.
- Current revenues are primarily from campaign violation fines with penalties (\$137 thousand this fiscal year – with penalties ranging from \$5,000 to three times the amount in question) going to the General Fund, however, the City needs to also acknowledge the savings due to reduction of lawsuits, the savings to City funds... And acknowledge that funding this department is an investment in potentially significant savings from the aversion of such actions against the City or its employees.

Additional Considerations:

There is a guaranteed fixed amount of \$250,000/year for a special prosecutor, but the Commission has used \$16,000 for special prosecutor needs over the past 25 years – Can these funds be freed up to the department rather than going back into the General Fund?

CONCLUSION

- The Budget Advocates support increasing funding as specified in our recommendations with the confidence that this would benefit the City by improved compliance and improved public perception.
- We appreciated the proactive attitude shown and respect the need to maintain flexibility by avoiding the extreme specificity which tends to create loopholes. Another part of transparency is to make the issues understandable – this applies to reports, legislation and budgets. The tap-dancing required to fulfill mandates, the obligation to balance the budget has led to a lot of game-playing which needs to be reviewed and addressed on a City-wide basis.
- Finally, due to the foregoing, it is essential that the City maintains a guaranteed level of funding for the Ethics Commission, especially during poor economic times as that is when there is more incentive to break the law, especially if people know funding has been cut for the Ethics Commission.

Respectfully submitted by Liz Amsden, Harvey Goldberg and Jon Liberman

Neighborhood Council Budget Advocates
Office of Finance Report
February 29, 2016

ATTENDEES

Office of Finance: Claire Bartels, Director of Finance, Robert Lee, and Sandra Ocon

Budget Advocates: Jon Lieberman and Joanne Yvanek-Garb

RECOMMENDATIONS

- Update the LATAx system and develop software and necessary hardware by 2019 when the current system will no longer be supported.
- Comply with the new Payment Card Industry standards.
- Provide additional merchant services program support due to elevated levels of merchant service activity.
- Fill necessary vacancies in the department to accomplish the department's fiduciary role and support its revenue and treasury operations.
- Increase data sharing with other agencies to identify potential businesses and permit holders not in the system.

DISCUSSION

The Office of Finance is responsible for the collection of revenue and the issuance of licenses, permits and tax registration certificates not issued by other City offices or departments. They serve as the custodian of all monies deposited in the City Treasury and all securities purchased by the City. Additionally, they manage the General Fund and the Special Fund investment pools.

Currently, the department has 46 vacancies, most of which require specialized training and/or experience in tax compliance and financial services. When a potential candidate for a position is identified through the Civil Service process, an interview and job offer must be completed in a shorter period of time to avoid other departments from "poaching" the applicants.

The LATAx system is at the end of its life cycle and the vendor will no longer support the system with the patches and upgrades currently used. This system provides a web-based interface which will allow all City businesses and permit holders to register, renew, pay bills, or perform other interactions with the Office of Finance instead of the need to visit a branch site, phone or correspondence by mail.

The department will need support for the City's Merchant Services Program and to address the City's compliance with the Payment Card Industry's Data Security Standards (PCI) (DSS). Also, the department needs additional funding for the PCI Compliance Validation Services and Managed Security Testing, including managed Database vulnerability scanning, network security testing, application security testing, and Penetration Testing.

Currently, the department has reciprocity agreements with the Franchise Tax Board, Board of Equalization and Consumer Affairs to identify businesses and permit holders operating in the City and not holding current licenses and/or permits. Having such agreements with other agencies will identify potential sources for tax revenue. By updating the LATAX system, the city will generate income by eliminating the need for branch sites, personnel to handle phone and inquiries through the mail.

The Office of Finance has been successful built on notable accomplishments from the past few years. They established the publication of a Top Tax Debtors Program, a Revocation of Police Parking program, Statute Litigation Program, Administrative Tax Liens, Voluntary Disclosure Program and a Whistleblower Program. Also, with the consolidation of the Treasurer in finance, the department has streamlined treasury management functions to provide better control, cash forecasting and efficiency, separated bank payments to be paid directly by the proprietary departments, increased reimbursement billings from the Building and Safety Enterprise fund, and reduced unnecessary back services by canceling accounts and services.

By incorporating the above recommendations, the department will be able to generate more income and to provide services more efficiently and build more trust in City Hall.

**Neighborhood Council Budget Advocates
Los Angeles Fire Department Report
March 17, 2016**

ATTENDEES

Los Angeles Fire Department: Mark Davis, Chief Management Analyst

Budget Advocates: Terrence Gomes, Liz Amsden, Jon Liberman, Jeanette Hopp

RECOMMENDATIONS

- Formalize existing LAFD 3-, 5- and 7-year budgets including all department costs relating to targets as delineated in a performance-based budgeting format taking into consideration that this may be used as a template by other City departments
- Expand pilot programs (fast response vehicles and nurse practitioner units) to all four bureaus to obtain a defensible baseline on overall savings to the department and increased efficiency metrics
- Expand recruitment and training, especially in regards to meeting diversity (gender, language and race) mandates, with the proviso that the when and where of trainees dropping out of the program be evaluated and steps taken to increase graduation rates
- Continue to work with Neighborhood Councils and other community groups to ensure the bureau system is integrated into all areas of the communities they serve
- Work with Personnel department to expeditiously fill all funded civilian positions
- Work with Personnel and the City Attorney to improve Workers Comp processing and resolutions

DISCUSSION

Overview: The Los Angeles Fire Department is a key part of the City's safety net, responding to fires and medical emergencies as well as providing preventative services for over 4 million stakeholders in an area of approximately 470 square miles with a staff of over 3,500 and a budget of over \$620 million dollars in the current fiscal year.

The appointment of Fire Chief Ralph Terrazas was confirmed by City Council in August of 2014. At the beginning of 2015, Chief Terrazas oversaw the creation of a bureau system, breaking the command system for their emergency services into four geographic regions to get them into the communities they served and enhance responsiveness – Valley, Central (included downtown), West (includes Hollywood), and South. Each bureau helps track/follow up on local incidents, providing specific accountability and a contact person during business hours for stakeholders, council offices, etc.

After 2008, cutbacks meant there was no funding for hiring and training, relying solely on the existing excess pool, and extending the lifecycle of equipment. The department's key concerns today are:

- recruitment and training (as both firefighters and EMTs) to build up sworn levels to those of pre-2009 while having to replace the senior members who are due to retire over the next 5 years;
- expanding the pilot programs of having dedicated fast-response vehicles available out on the road (to expedite response times) and nurse practitioner units (which can handle minor medical issues, freeing up full complements to respond to true emergencies) to all four bureaus; and

- filling the approved and funded civilian positions on which the department depends to maintain the vehicles, integrate new technologies and perform administrative functions necessary to effectively operate.

Currently, the LAFD does not charge for emergency medical services other than ambulance transport to medical facilities. They took in about \$70 million last year for this plus an additional \$100 million from other sources (plan check fees, high rise and hazardous material inspections, brush removal, and reimbursements for service provided to DWP, Harbor and Airport). Fees are addressed annually and evaluated in the light of the cost of implementation and what their impact would be to other areas of government and/or people's lives. High dollar capital costs (fire engines, trucks and ambulances) are debt funded through the City's Municipal Improvement Corporation of Los Angeles. Other monies come through Federal and State grants, City Special Funds but the bulk comes from the City's General Fund, approved by the City Council on an annual basis.

Conclusion: Having worked in the CAO's office, Mark Davis was aware of the need for technical upgrades and long-range budgeting/planning as well as the residual need to bring staffing up to strength and improve vehicle/equipment maintenance.

As technological innovation speeds up and mandates are handed down by Federal, State, County and City governments, the department will need to adapt and improve. This will range from exploring options such as the fast response vehicles and nurse practitioner pilot programs, balancing staffing, equipment, maintenance and community service needs, to finding other sources of income that won't harm others or take time away from a fire department's traditional (and new) objectives.

With the amount of financial investment in their staff, one objective should be to monitor and improve safety for all employees, increase graduation rate of trainees from the current 80%, identify and mitigate situations which might lead to lawsuits, and share best practices with other City departments to reduce costs and improve efficiency.

Under the new chief, the LAFD seems to be moving toward improving services and accountability, establishing proactive programs within the communities, and providing exemplary service to the residents of Los Angeles.

Submitted by:

Terrence Gomes

Liz Amsden

Jon Liberman

Jeanette Hopp

Neighborhood Council Budget Advocates
Department of Housing & Community Investment (HCIDLA) Report
October 22, 2015

ATTENDEES

Department of Housing & Community Investment: Laura Guglielmo, Executive Officer; Luz Santiago, Assistant General Manager, Administration; Helmi Hisserich, Assistant General Manager, Housing Development; Angelica Samayoa, Budget & Contracts

Budget Advocates: Committee Co-chairs Barbara Ringuette and Scott Bytof; Community Member Danielle Sandoval; Committee Member Elvina Beck; and Karen Ceasar, San Pedro Neighborhood Council

RECOMMENDATIONS

- Determine feasibility of raising annual rent registration fees on multi-family properties to increase staff in the systematic code enforcement section. This would reduce inspection time from 4½ years to the Department’s goal of 3 years. Increase penalties for violations.
- Maximize funding for existing and new programs and staff that are dedicated to the preservation of existing affordable housing including Rent Stabilized Housing and Healthy & Safe Homes. At a cost of \$300,000-\$400,000 and up per new unit we cannot build Los Angeles out of the crisis in Affordable Housing.
- Ensure affordable housing is built along transit corridors and Metro lines to accommodate those who would be most likely to use public transit.
- Develop legislation to require replacement of demolished affordable housing on a 1 to 1 basis without awarding incentives.
- Develop and fund effective enforcement mechanisms to monitor and ensure affordable housing is provided as required by restricted covenants, such as density bonus projects. Develop a fee to appropriately fund systematic, proactive monitoring and enforcement. Partner with the City Attorney to ensure compliance. Stakeholders lack confidence that affordable housing units in density bonus projects are actually rented to low income residents as required. Other stakeholders believe the bonuses in density bonus projects amount to a gift to developers who do not provide affordable units.
- Study how to increase the number of rent controlled apartments and lobby for new legislation.
- Assess 21 developable land parcels the city inherited from the former CRA/LA, currently assets under HCIDLA, for possible development of Affordable Housing or housing the homeless. Use of City land to develop housing will minimize expense and shorten the timeline.
- Consider and study new funds for affordable housing such as (1) a linkage fee on new development and (2) Seattle’s coffee tax.
- Amend the Rent Stabilization Ordinance (RSO) to distinguish between long and short-term rentals thus assisting the retention of affordable housing.

RECOMMENDATIONS FOR INCREASED FUNDING FROM FEDS & THE STATE

- Assure all available grants are applied for and all requirements are met.
- Advocate for increased numbers of vouchers available from the Housing Authority AND provide incentives to landlords to participate in the program.

- Lobby for additional state resources to++:
 - Allocate housing funds proportionate to population, also proportional to homeless counts.
 - Increase mental health funding to LA County proportionate to funds before the state turned responsibility for mental health services over to the counties (before Lanterman-Petris-Short Act).
 - Assure inmates released from prison have housing resources, job skills, education and referrals to programs addressing both mental health and addictions so upon release they do not become homeless.

AFFORDABLE HOUSING AND HOMELESSNESS

- This committee also met with the Department of Building & Safety, the Department of City Planning, the City Administrative Officer, a developer of affordable housing, the Mayor’s staff for Affordable Housing and Homelessness, the Office of Senator Kevin De León and with Los Angeles Housing Services Authority (LAHSA). As a result of these meetings and recent initiatives, the committee believes housing for the homeless and affordable housing can be expedited and the expense of building projects reduced to address the housing emergency. The committee developed recommendations for each of the Departments.
- Homelessness emergency – Budget Advocates are concerned that environmental protections, quality of life, and property values be maintained in neighborhoods while addressing homelessness.

HCIDLA MISSION

To promote livable and prosperous communities through the development and preservation of decent, safe, and affordable housing, neighborhood investment and social services.

HCIDLA SERVICES

Create affordable rental housing; leverage resources for development of multi-family rental housing and for homeless veterans; provide households with Healthy & Safe Homes assistance; provide Domestic Violence shelters; restore rental units through Compliance Code enforcement and Systematic Code Enforcement; prevent utility shut-offs; create jobs; support Family Service Centers providing anti-poverty programs & social services; and offer assistance to first-time home buyers.

DISCUSSION

Funding:

- Federal Community Development Block Grants (CDBG) are the major source of funds. State Block Grants (SBG) also provide funds. The General Fund has allocated only \$57,688, 0.1% of the Department’s budget, for 2015-2016. HCIDLA will request continued moneys from the General Fund for domestic violence programs and Family Source Centers.
- Altogether there are 36 funding sources for services provided by the Department. Each funding source has its own restrictions.
- HCIDLA acts as a pass through for funds to Los Angeles Homeless Services Authority (LAHSA)
- The rent and code enforcements sections are fully funded by fees except that the Dept. must keep a 5% vacancy.

Fees:

Rent Stabilization, Code Compliance, and Systematic Code Enforcement are funded through fees charged for annual rent registration of multi-family properties.

Budget Complexity:

HCIDLA indicates the Housing Dept. and the Dept. of Sanitation have the most complex Departmental budgets in the city. Yet HCIDLA has one of the smallest budget staff, a really smart and efficient team, while Sanitation has a large staff with a Chief Financial Officer (CFO). If HCIDLA requests additional Budget staff, the Neighborhood Council Budget Advocates would support that request.

Challenges:

There is more to do than the Department has resources to pay for. The Department plans to request additional General funds to expand some programs and to do a better job. There is a large population of poor people in the city, and HCIDLA recognizes a lack of empathy for poor people.

MAJOR PROGRAMS

Affordable Housing:

Through the Affordable Housing Trust Fund, HCIDLA provided \$1.9 billion for 650 loans to affordable housing projects. 40,000 units are under construction. The projects are covenant restricted requiring apartments to be rented to certified low-income individuals and families. The federal Department of Housing and Urban Development (HUD) checks that families are income-qualified.

- The conversation is about where new housing is appropriate.
- Density Bonus - HCIDLA has limited staff to monitor compliance with covenants mandating affordable housing as in Density Bonus projects. They have virtually NO enforcement mechanism. They send letters if apartment owners are out of compliance; the City Attorney could go after them. Neighborhoods believe developers skirt the system, renting to those who are not needy.
 - A Budget Advocate suggests a couple of high profile enforcements would go a long way toward compliance with covenants as there is NO TEETH to the Density Bonus ordinance.
 - Budget Advocates suggest Neighborhood Councils ask Council Members to enforce the City Ordinance.
- Focus for new construction of affordable housing is on transit areas – with increased height and density. However, neighborhoods note that much of the new construction appears to be of high-priced, luxury units rather than the expected affordable housing. Thus, the touted goals of increased ridership on Metro lines, decreased dependence on automobiles, and increased numbers of affordable housing units may not be met.
- Airbnb – Impact of short term rentals (SRO) is greatest in Venice, Silver Lake and Hollywood where affordable housing units are converted to SRO's. HCIDLA and the City Attorney cited owners, and they nonetheless again operated Airbnb's. General Managers and Chief of Police have 16 bosses – the Mayor and Councilmembers – and they are not in sync re SRO's. The rent stabilization ordinance does not distinguish between short and long term rentals.
- Funding for Affordable Housing – a triple whammy
 - Federal funds for Housing have been in steady and steep decline. Congress had proposed cutting US Housing and Urban Development (HUD) funds by 93% this year after having cut HUD funds 50% last year from 40 million to 20 million. LA received \$18 million last year. Fortunately

on December 18th Congress approved a bill for \$950 million in funding, \$50 million more than the current fiscal year while still not up to previous years.

- The City's General Fund provides no permanent funding for housing; this budget year only \$5 million was allocated. Los Angeles is unique among major cities – New York City raises hundreds of millions for affordable housing from a city property tax. Seattle funds affordable housing with a latte tax. San Diego charges all new development a linkage fee.
- The Community Redevelopment Agency (CRA) had provided \$50 million a year for redevelopment projects until it was disbanded in 2012. 21 developable, previous CRA properties remain in HCIDLA's portfolio.

Compliance Code Enforcement:

Multi-Family Complaint-Based Inspections Program - Most complaints are filed by tenants living in apartment buildings. The program attempts to respond to complaints within 72 hours, however most response times are within 24 hours.

Systematic Code Enforcement:

The current cycle for inspection of rental properties is every 4 ½ years. To reach the program goal of an inspection every 3 years, additional funding will be required. Where repairs are needed, an order to comply is issued. If repairs are not made, rents are paid to the Rent Escrow Account Program (REAP). REAP is a very effective tool at assuring properties are habitable.

Rent Stabilization Ordinance:

A concern is that the number of units is diminishing.

Resource Centers:

Currently there are 16 Resource Centers run by non-profits, offering a wide range of services and 3 managed by the City providing information and referral services. There is funding only for 14 resource centers this budget cycle. Requests for Proposals (RFPs) are pending.

ISSUES

Ellis Act Evictions:

HCIDLA is looking at ways to work with the Ellis Act such as to require demolished affordable housing to be replaced on a 1 to 1 basis in any new development. However, it takes a minimum of 5 years of planning and construction to get units back on line, if at all. The Dept. is also looking at ways to protect more units from being demolished or removed from the rental housing market.

Homelessness:

HCIDLA plays several roles - to provide:

- Gap funding for construction of new housing
- Resources for prevention of homelessness
- A pass through of HUD funds to Los Angeles Housing Services Authority (LAHSA)

- Plans for bank-owned, Real Estate Owned (REO) properties, those properties previously owned by CRA and currently in HCIDLA's portfolio. HCIDLA has requested City Council authorization for Requests of Proposals (RFPs) regarding the properties.

New Housing Development:

There is a two year pipeline, some 20 projects, qualified for gap funding, in a queue ready to go if all the funds align. A great deal depends upon HUD funding through the HOME program, and as of December 18th, it appears those funds will continue although not at historic higher levels. HCIDLA's capacity to build with the developer community and non-profits is very large.

- Funds are leveraged through tax credits – a limited number of 9% and 4% tax credits are available.
- Proceeds of the City Transit Occupancy Taxes are divided between (1) HCIDLA and (2) the Departments of Cultural Affairs and Recreation & Parks.
 - Possible Sources of Additional Funds for Housing Development:
 - Under discussion is the possibility of \$10 million for affordable housing - (1) \$5 million from a portion of Transit Oriented Development (TOD) funds and (2) \$5 million from a tax on Airbnb's, short term rentals
 - A business tax
 - A linkage fee assessed on new development
 - Los Angeles has relied on Federal and State funds for affordable housing. Probably LA should receive a larger share of Federal and State funds that reflect the proportionate size of the City population as well as the proportionate size of the homeless population.
 - Our homeless issue should remain front and center before the public. A Budget Advocate suggests informing the public "This is the change you can expect, and this is the cost for funding programs to assist the homeless."
 - Potential for a setback to the Los Angeles travel industry – "We are just a couple of bad instances away from a 15 year public relations problem". Recently incidents included attacks by homeless individuals of an actress, on a New Zealander at Hollywood/Highland, on a youth at the Walt Disney Concert Hall, and on a City Hall staff person while in MacArthur Park.

Earthquake Preparedness:

- HCIDLA's Emergency Coordinator keeps Department staff prepared. There are emergency radios in the offices.
- Housing Inspectors have access to all multi-family properties, the age and description of the residences. They have an iPad app to deploy resources in the event of an emergency.
- If people are displaced, HCIDLA indicates inspectors have relationships with landlords and will assist with linking those displaced with temporary housing.

Housing Authority:

This separate Department issues federally-funded vouchers to eligible recipients. There is a lengthy waiting list which has been closed for perhaps a dozen years. HCIDLA and Mayor's staff should advocate to increase the number of vouchers and at the same time develop incentives for landlords to participate in the program.

Future Planning:

- The Dept. plans more collaboration with Los Angeles County, DPSS, and County Health Department to further Departmental goals.
- HCIDLA indicates “The greatest thing we have is people who really, really, care”

WHAT NEIGHBORHOOD COUNCIL BUDGET ADVOCATES CAN DO TO HELP

- Understand housing is a citywide problem; better affordable housing than homeless living in the streets, presenting many health and safety concerns.
- Visit providers of affordable housing, quality developers; many projects uplift neighborhoods.
- Advocate for additional resources to build affordable housing and to serve the homeless. For example, Budget Advocates did advocate for federal funds under the HOME program.

**Neighborhood Council Budget Advocates
Information Technology Agency Report
August 24, 2015 and October 27, 2015**

ATTENDEES

Information Technology Agency Staff: Ted Ross, General Manager and Laura Ito, Director of Finance and Administrative Services

Budget Advocates August Meeting: Brett Shears, Harvey Goldberg, Joanna Yvanek-Garb and Jon Liberman

Budget Advocates October Meeting: Brett Shears

RECOMMENDATIONS

- Fully fund existing budget shortfalls. This includes contracts for maintaining the City's 41,000 PCs, web hosting services, and IT salaries, to name a few.
- Prioritize and fund deferred maintenance projects for critical IT infrastructure. Such projects include shifting to cloud infrastructure for failing servers (especially for our content management system), replacing the TACPAC radio system (useful in emergencies), and replacing our Storage Area Network (SAN).
- Fully fund a citywide purchasing management system. According to Ted Ross, this system is currently under-funded and not expected to go live until 2017. Funding the system and pushing up the launch date will yield benefits sooner rather than later.
- Fund the research and planning needed to create and implement a citywide human resource management system. Given that the overwhelming majority of the city budget is dedicated to our personnel, we have to develop tools to figure out how to manage them more efficiently.
- Continue to fund the migration off the mainframe. According to Ted Ross, ITA currently has 20-25 people working on maintaining the mainframe. Our susceptibility to knowledge loss and the narrowing group of workers capable of doing these tasks make our IT systems and budget more vulnerable in general. An investment in migrating away from the mainframe would mitigate this threat.

DISCUSSION

Overview:

Contrary to what many people believe, the Information Technology Agency (ITA) is not responsible for all information technology in the city. Historically, the ITA was seen as the tech department of the City. However, the budget of the City and information technology as a whole has grown, and now the ITA represents only about a third of all IT in the City. ITA runs all the enterprise technology across the various departments. This includes telephones, data centers, payroll systems, purchasing systems, lacity.org, etc. The current, decentralized IT system makes each tech division highly responsive for individual department needs; however, it also makes coordination more difficult. In this year's budget, ITA is focusing on empowering the individual departments to help their customers (i.e. city residents); for example by improving their department websites. This is especially true for the smaller departments without IT staff.

Issues:

- ITA continues to bear with an aging workforce and high vacancy rates. In an October report from the Controller's office, ITA was cited as having ~58% of its workforce retirement-eligible by 2018¹. To address some of these concerns, Ted Ross noted that the department did receive funding for succession planning for 10 positions. Additionally, ITA is now allowed to take on interns², when in the past HireLA did not allow for it.
- ITA also struggles to insulate itself from the risk of having employees with specialized knowledge retire or leave. In one example, specialized knowledge of the aging mainframe by a narrowing set of specialists makes ITA susceptible to increased costs. In such cases, it is better to move away from the old technology rather than pay a premium to an outside expert.
- Fully funding existing budget shortfalls and deferred maintenance would go a long way in helping alleviate concerns from problems related to aging workforce and infrastructure.
- Despite having over 40,000 employees and over 80% of an average department's budget going to salaries, the City currently lacks a Human Resource Management System (HRMS). This is one example of a critical piece of infrastructure that ITA believes will help improve management of personnel and potentially reduce costs.
- In the spirit of cooperation with other departments, the City should fund the ITA and the Controller's office for a joint proposal to research and plan for a citywide HRMS. This would be a critical step towards addressing out of control personnel costs and improving efficiency. ITA's role as a facilitator of innovation for almost all City departments makes investing in such projects attractive for their potentially broad, positive impacts.

Respectfully submitted by Information Technology Agency Committee Members:

Brett Shears, Chair
Harvey Goldberg
Howard Katchen
Jon Liberman
Joanna Yvanek-Garb

¹ Galperin, Ron. "The City's Greying Workforce." Office of the Controller. October 20, 2015.

² Ted Ross noted these interns will be paid.

**Neighborhood Council Budget Advocates
Los Angeles Public Library Report
October 27, 2015**

ATTENDEES

Budget Advocates: Kris Morita, John Segal, Glenn Bailey, Ayana McCowan

RECOMMENDATIONS

- Increase funding for staff and for alterations and improvements.
- Reduce the percentage of related costs the library pays.
- Increase funding for outreach venues as many are not aware of the viable library services and resources.

DISCUSSION

Voters passed measure L in 2011 to restore services that were cut due to the recession and provide funds to purchase additional books and materials. Measure L would gradually restore library funding over four years, without raising taxes. Since then the library has restored services on Mondays, two evenings a week and Sunday hours were restored by year 3 in nine of the 73 libraries. The library currently has 7,000 volunteers although every promise was kept additional funding is needed to hire additional staff and much needed physical improvements. The current budget is \$60.5 million and based on prior and current discussions with budget advocates the LAPL is well managed and is consistent in operating within its budget.

Increase of funding for outreach and promotion to help expand adult literacy classes and adapt emerging online adult literacy tools such as offering help with mobile devices to access new and emerging technologies. This increased would help them to actively promote and expand current programs and services for young readers.

CHALLENGES

Although, the library has had some successes they also continue to face other challenges.

- 38.8% of the budget is spent on the upkeep and staff.
- Security - Increase security (LAPD) and or contract security.

Neighborhood Council Budget Advocates
Department of Neighborhood Empowerment Report
October 30, 2015

ATTENDEES

Department of Neighborhood Empowerment: Grayce Liu, General Manager, Armando Ruiz, Administrative Services and NC Funding, and Michael Fong, Sr. Project Coordinator – Policy and Government Relations

Budget Advocates: Howard M. Katchen, Glenn Baily, Fanny Ortiz and Danielle Sandoval

RECOMMENDATIONS

- Expedite converting the five one-year appointment employees to exempt employees before their appointments expire.
- Vacant exempt employee positions need to be filled promptly
- Help facilitate the Department’s efforts to convert civil service positions to exempt positions
- Fully staff the Department to ratios of one field staff per 10 neighborhood councils and one funding staff per 8 neighborhood councils to efficiently and effectively provide the customer service desperately needed by neighborhood councils to function well and serve their respective communities.
- Fully fund the Department’s online voting for neighborhood council elections: \$275,000 FY 2015–16, \$275,000 FY 2016–17 as well as the additional cost to cover Neighborhood Councils which haven’t adopted online voting: \$300,000 to be divided between FY 2016–17 (\$150,000) and FY 2017–2018 (\$150,000).
- Support the Department’s technology solutions initiative to simplify Department operations, the neighborhood councils funding program allow for easier reporting requirements such as integrating Quick Books with Quick Base (cloud solution), upload supporting documentation and electronic signature capability.
- Fund each neighborhood council to the pre-recession level of at least \$50,000 per annum
- Allow neighborhood councils an annual rollover of up to \$10,000 in unspent funds from the immediate past fiscal year.

DISCUSSION

Overview:

The Department is comprised of a mix of employment classifications: civil service, emergency appointments, exempt, part time and union. Five emergency appointments are of critical note as these are one year appointments.

- There is an Ordinance being worked on for new exempt positions.
- Online voting will be utilized for the first time during the 2016 Neighborhood Council elections. 35 Neighborhood Councils have opted to use online voting in the upcoming election. The Department believes to reach stakeholders and increase the numbers who participate in the election process, online voting is the method by which to achieve it.

- The Department is working with technology solutions to create more efficiency in neighborhood council funding program. Quick Base, a cloud based system, is being used and Quick Books will create an online platform for funding reports and supporting documentation submissions from Neighborhood Councils along with the use of electronic signatures to sign monthly expense reports, leases and other documents.
- Neighborhood Council annual budgets were discussed and it is desirable to return each neighborhood council to \$50,000 per annum allocation, rollover of unspent funds and the ability to accept gifts and donations.

Respectfully submitted by Department of Neighborhood Council Committee Members:

Howard M. Katchen, Chair

Glenn Baily

Fanny Ortiz

Danielle Sandoval

**Neighborhood Council Budget Advocates
Personnel Department Report
October 27, 2015**

ATTENDEES

Personnel Department: Wendy Macy, General Manager; Gloria Sosa, Assistant General Manager; Phyllis Lynes, Assistant General Manager; Gregory Dion, Assistant General Manager; Susan Nakafuji, Administrative Services Division Chief; Michael De La Rosa, Budget Officer

Budget Advocates: Erick Morales, Jon Liberman, and Liz Amsden

RECOMMENDATIONS

The NCBAs recommend that the City of Los Angeles adopt the following suggestions:

- That the Department be provided the resources to continue reducing the number of backlogged exams and allow for an organized and more expedient hiring process, including funds for interviewing and hiring needed employees to replace positions lost during layoffs from the Great Recession and expected retirements.
- That the Department get involved with the citywide issue of homelessness and create avenues for the recruiting of persons in need of work into the City family.
- The Department should continue to implement technology to assist other City departments in succession planning for the future.
- With the loss of papers in a recent fire, the Department should consider digitizing its records.

BACKGROUND

With the responsibility of employing, developing, and engaging the City of Los Angeles's workforce, the Personnel Department has an important role in municipal government. Therefore, the Department plays a key role in Mayor Eric Garcetti's goals of making Los Angeles "the best-run big city in America" and reducing crime. The Department is responsible for administering civil service examinations, taking on human resources tasks, and directing employee training, amongst other responsibilities such as providing medical services in three jails. It should be noted that the Department is responsible for hiring at all City Departments with the exception of the City Attorney, which has its own internal Personnel Department.

Overview:

General Manager Wendy Macy and her staff spoke to the NCBAs about the focus and role of the Personnel Department within the City of Los Angeles municipal government. According to the latest adopted budget for the fiscal year of 2015—2016, available on City Controller Ron Galperin's website, the Personnel Department has a total budget appropriation of \$58,236,583. In 2015—2016, about \$50,258,433 (86.3%) of the appropriation was covered by the City's general fund; the remainder of the budget is cobbled together from a number of special funding sources. The Department's entire appropriation goes to several costs, including \$48,727,750 (83.7%) for salaries, \$5,367,899 (9.2%) for contractual expenses, and \$1,376,913 (2.4%) for office and administrative expenses.

CONCERNS AND DISCUSSION

Training:

- With the important role the Personnel Department plays in the City, Ms. Macy presented the NCBAs with the challenges she and her team face into the near future. Amongst the greatest focus of the Department for the near future has been succession planning (imbedded with training).
 - Originally, the Department's efforts on succession training were decimated during the Great Recession; the six staffers that current work on succession training is not enough to adequately work on the issue. Ms. Macy also informed the committee that the City Council's Personnel and Animal Welfare Committee has expressed interest in working on training, including the increased use of more technology and using metrics to judge the effectiveness of resources and for future accountability.
 - Today, the Department is reliant on using already training employees (retirees) as "consultants" on 120-day contracts to assist other Departments that need highly trained employees that are currently unavailable. The

committee believes that this is a good practice, but there should be continued focus on building the succession planning group within the Personnel Department.

Manager Evaluations:

- Another good practice of the Department is on the grading of managers; managers are evaluated on how many employees they assist in developing and promoting to higher positions. However, the Department must look to balance hiring entry-level workers and promotion, as some persons may not apply for a job with the intention of climbing up the ladder. The most important factor to balance in this regard is pay: higher levels of pay traditionally come with promotion, but perhaps should also be considered for years of service and participation in one department. The Personnel Department has numerous staff postings within other City Departments, a practice that should allow it to see first-hand the result of allowing employees to develop their skills not for more pay, but to become more productive members of the City family.

Police Hiring:

- With a recent spike in crime nationally, the Mayor has asked that the Department step up police hiring. Ms. Macy explained that with the national climate towards law enforcement, it has been difficult to find qualified candidates to serve on the LAPD. Another factor is that some LAPD officers only serve on the force for a few years before transferring to another police force in a neighboring City or other public safety organization. This issue of L.A. municipal employees transferring to another agency after being trained at the cost of L.A. taxpayers is not limited to the LAPD; proprietary departments such as the DWP (hiring employees from Sanitation, for example) engage in this practice as well.

Entry-Level Applicants and Hiring:

- Ms. Macy also spoke to the NCBAs about how the Department looks for applicants for entry-level jobs. Many of the hiring notices are written so broadly that any number of skills could interchangeably apply to multiple jobs. However, exams to be hired by the City are rigorous: 95% of persons who apply to become an LAPD officer do not make it to the Police Academy, for example. Civil service exams, administered by the Department, are currently still in a backlog. The last time the NCBAs had interviewed the Department, there was close to 150 exams in a backlog; at the time of this meeting, there were 75. This decrease is only because of contractual services the City has recently hired.

Planning:

- Ms. Macy also presented the NCBAs with her concerns for the Department and the City going into the future. These concerns include succession planning, for which the Information Technology Agency and Personnel are serving as templates. The Mayor has also asked that the Department look at Workers Compensation and making the City a safe place to work.

Respectfully submitted by the Personnel Department Committee Members:

Erick Morales

Jon Liberman

Liz Amsden

**Neighborhood Council Budget Advocates
Department of City Planning Report
October 14, 2015**

ATTENDEES

City Planning: Jan Zatorski, Deputy Director of Planning - Resource Management; Craig Weber, Manager, Community Planning Division; Tom Rothmann, Division Manager, Code Studies; Faisal Robles, Plan Implementation Division; and Ly Tam, Supervisor, Budget Analysts.

Budget Advocates: Committee Co-chairs Barbara Ringuette and Danielle Sandoval; also Committee Member Dr. Patrick Seamans.

RECOMMENDATIONS

- Renew funding for 100 positions added into the 2015-2016 for a full year. Assign new staff to develop policies addressing urgent neighborhood concerns –small lot subdivisions, Airbnb(s), affordable housing, homelessness, evictions under the Ellis Act, Rent Stabilization Ordinance, billboards, and elements of specific plans not being addressed e.g. landscaping & street uses.
- Develop a Housing Benefit (“linkage”) Fee Study. The study would support the establishment of an Affordable Housing Benefit Fee Ordinance.
- Develop a centralized system of development impact fees to charge developers for improvements the City has to make near their project sites to mitigate the effects of commercial, industrial, and residential projects. Utilize funds for affordable housing, roads, parks, libraries, sewers, and arts.
- Streamline the entitlement process for 100% affordable housing developments and for projects 50% and over of affordable units. Incentivize the maximum number of affordable units coming on line as rapidly as possible. Projects proposing small percentages of affordable housing do little or nothing to address affordable housing, are not effectively monitored, and often bring detriments to neighborhoods.

AFFORDABLE HOUSING AND HOMELESSNESS

This committee also met with the Department of Building & Safety, the Department of Housing & Community Investment, the City Administrative Officer, a developer of affordable housing, the Mayor’s staff for Affordable Housing and Homelessness, the Office of Senator Kevin De León and Los Angeles Housing Services Authority (LAHSA). As a result of these meetings and recent initiatives, the committee believes housing for the homeless and affordable housing can be expedited and the expense of building projects reduced to address the housing emergency. The committee developed recommendations for each of the Departments.

MISSION STATEMENT

To create and implement plans, policies and programs that realize a vision of Los Angeles as a collection of healthy and sustainable neighborhoods, each with a distinct sense of place based on a foundation of mobility, economic vitality and improved quality of life for all residents.

BASIC SERVICES

To prepare, maintain, and implement a state-mandated General Plan for development, giving guidance for the future and discussing Transportation, Housing, Open Space and Land Use. The Plan directs growth and is implemented through zoning regulation. 35 community plans promote an arrangement of land uses, streets, and services specific to their areas.

DISCUSSION

Budget:

The total planning budget is close to \$42 million this year. The bulk of the budget is dedicated to staffing - \$34 million for 271 positions and an additional 100 resolution positions which get renewed each year.

Major projects:

- Great Streets Initiative
- Zoning Review Pilot – The intent is for Planning to review the zoning along with Building & Safety (DBS), that is, to take over plancheck from DBS. This will improve oversight of larger, big picture policies and projects. The perfect timing for this is as Recode LA comes on line. The pilot will include 10 staff positions and cost \$1 million, which will be funded by building fees.
- Re:code LA – This is a \$5 million project to develop the country's first smart code over 5 years and we are in year 3. It's on schedule. Code Study staff from Planning work side-by-side with consultants who have a great track record of revising other city zoning codes. The question was raised as to whether the work could have been done less expensively by Planning staff; the answer, no. The consultants are dedicated staff and have invaluable experience. The first deliverable is a Downtown Zoning Code which should be ready for public review early in 2016 while the citywide Zoning Code is expected in 2017.
- Community Plans – The two community plans for Downtown – Central City and Central City North are being done in tandem with the new code and the Department will be able to implement the Downtown Zoning Code immediately. The Sylmar and Granada Hills Community Plans have been adopted and West Adams may be adopted after the Holidays.
- Long Range Planning – The focus is to review the 33 remaining community plans, and to systematically update and integrate the plans with the new code, piece by piece over the course of a decade. There will be a public hearing process, a complete legislative process before any adoption.
- Neighborhood Conservation – A new HPOZ is underway. The draft of the revised mansionization ordinance and hillside ordinance will be released at the end of October. The next focus will be on new single family zones. In February the Survey LA Project concluded with a website called Historic Places LA. To determine historic value early on in a project is efficient.
- Condition Compliance Program – Known as Monitoring Verification Inspection, the unit launched in September and will be working with the Department of Building & Safety (DBS). Planning writes the Zoning determination and guarantees entitlements while DBS inspects and enforces zoning. City Council approved fees for the program.
- Geographic Project Planning – This is a reorganization of the Department's project planning function. For 5 years planning in the San Fernando Valley has been out of the Van Nuys office. The department is creating Central and West LA planning units as well so that project planners will have greater familiarity with each community.
- Build LA – Planning is developing a new automated system for permits and planning to be used by all city development departments.

Staffing:

The Department received 100 new positions for this fiscal year, some for 12 months while other positions were funded only for six months. The 6-month positions can be filled in January. Planning has brought on 40 staff and still is hiring. A significant number of new hires had worked as interns, and have a bit of institutional knowledge.

Training:

A unit of three staff will create geographic teams and develop Standard Operating Procedures (SOP) to address workflow in the development process, which is necessary for the Build LA project. Also, training will cover the California Environmental Quality Act (CEQA).

Hiring:

There's a bottleneck with the Personnel Department; Personnel has limited staff. Planning is competing with all the other departments to bring staff on board. The Personnel Department has automated their processes; everything is done through e-mail – registering, receiving notices, and getting appointments – which should build in efficiencies. Because of the bottleneck with the Personnel Department, exams have not been posted and an active list is not available which is necessary for Planning to be able to hire needed staff.

Fees:

Where fees are charged, the fee structures cover all expenses including overhead, employee benefits and pensions.

Lawsuits:

Overhauling the way Planning approaches CEQA is a big piece of limiting lawsuits. Developing thresholds and guidelines specific to policy work is also a big aspect. The amount of time to do policy planning is going to be a bit longer. The Department is doing a lot of review with attorneys upfront and through the whole development process which hopefully will reduce litigation expense.

Funding:

The Department is currently about 75% special funded; application fees cover most of the Department's expenses. There are grants under Measure R for transit programs; Metro funds projects under Transit Oriented Districts (TOD); and other grants are for historic preservation, sustainability and mobility. The General Fund pays the difference.

CHALLENGES

CEQA Review:

The way CEQA is used, the impacts of court decision after court decision, have made it difficult for the city to do even minor policy planning without extensive CEQA review. Things are forgotten; new vulnerabilities are exposed. The Department will ask for additional resources to better manage CEQA thresholds and to bring city guidelines up to date so policy planning can move forward. The Department had requested resources for the Environmental Policy Unit in the last budget cycle but they were not approved; Planning will request resources again for the new budget year.

Funding Strategy:

The Department desires full year funding for its positions versus six months which has made it difficult to accomplish what the Department set out to do this year.

NEIGHBORHOOD CONCERNS

- Oversaturation of alcohol permits - The Planning Department conducts rigorous public review, a robust list of conditions imposed, and consideration of the location and crime. Oversaturation may not be a Planning priority while it is a priority for neighborhoods.
- Proactive planning to address over-concentrated land uses – motels, liquor stores, fast food restaurants, etc. Planning is looking at proposing a distance separation such as for the number of car dealerships or used car sales permitted within, for example, a 700 foot radius.
- Is city-wide planning more efficient than Interim Control Ordinances (ICO's) for 14 communities? Yes, and the mansionization ordinance may stem the tide on additional ICO areas.
- Budget Advocates from several regions found that 50% of their concerns are in the province of City Planning. Does the Department assign resources to the areas that have the greatest numbers of concerns? The Department is creating geographic offices in West LA and Central City; these are the areas with the most concerns. Other areas for long range planning efforts are community plans or smaller areas, the majority of which are transit areas in South Los Angeles, Boyle Heights, Central City, and into the Westside.
- This committee strongly advocates for low and low-middle income housing around transit stations as these income groups are most dependent upon public transportation.
- Can neighborhood concerns be addressed expeditiously? It's important because, for example, a delay in addressing small lot subdivisions means there are more of these that will be there forever, and adjoining properties and neighborhoods will feel those impacts forever. For city wide matters CEQA requires analyzing what's happening and looking at all neighborhoods like a big down-zoning. It's a lengthy process. Analyzing requires staff to be on board. Planning can be expedited by a more nimble Personnel process.

NEIGHBORHOOD HOUSING CONCERNS

- The Department is asking for a Housing & Health team to address Neighborhood concerns including fixes to the density bonus ordinance, short-term rentals, affordable housing issues, and the emergency with homelessness. Planning submitted a request last year for staff which was denied; a new mid-year budget request was submitted for 4 staff to work on Affordable Housing & Homelessness, and the request will be part of the new year's budget requests.
- Rezoning – Planning is looking at appropriating some commercially zoned properties solely for residential use – there is no need for commercial strips in some neighborhoods, but there is a need for housing.
- Preservation of affordable housing – the committee suggests changing the conversation to preserving existing affordable housing - we cannot build our way out of an affordable housing crisis at \$300,000+ per senior housing unit.
- This committee advocates for low and low-middle income housing around transit stations as these income groups are most dependent upon public transportation. Apparently some legislators are

saying there's too much affordable housing in South LA, and they request market rate housing. This committee finds that questionable and will do further research.

- Homelessness emergency – Budget Advocates are concerned that environmental protections, quality of life, and property values be maintained in neighborhoods while addressing homelessness. Craig Weber responds that regardless of city aspirations, CEQA is a reality and the process affords public participation; if a project needs an EIR, it's always going to need an EIR, short of legislative changes such as those in transit priority areas.

**Neighborhood Council Budget Advocates
Los Angeles Police Department Report
February 11, 2015**

ATTENDEES

Los Angeles Police Department: Michel R. Moore, Assistant Chief

Budget Advocates: Nelson A. Castillo, Terrence Gomes, Brandon Pender, Barbara Ringuette and Danielle Sandoval

Community Member: Joanne Rallo

DEPARTMENT RECOMMENDATIONS

- Hire an additional 457 police officers reaching a total of 10,032 sworn officers;
- hire an additional 300 employees filling current vacancies, while absorbing the operational impact of 175 civilian employees projected to leave;
- both add and restore civilian positions, including secretarial and clerical positions, removed from funding due to the City's Early Retirement Incentive Program (ERIP);
- hire 11 Detention Officer positions which combined with the 66 Detention Officers anticipated to be hired in FY 2015-16, will allow full staffing of the Metropolitan Detention Center (MDC) with academy trained Detention Officers;
- purchase 1,186 police vehicles and motorcycles;
- replace the two oldest in the fleet of 17 helicopters through financing of \$8.6 million by Municipal Improvement Corporation of Los Angeles (MICLA);
- continue implementation and eventual Department-wide expansion of Body Worn Video (BWV) cameras;
- implement technology advances including:
 - i. Digital In-Car Video Systems (DICVS) for Metropolitan and Security Services Divisions and for DICVS parts and maintenance
 - ii. upgrades of systems from the 1970's (data archiving and records management), modernizing and integrating systems (mass check-in, etc.)
 - iii. upgrades of both 11,200 handheld radios and the digital platform in which they communicate
 - iv. a replacement call handling solution for LAPD 911 dispatch operations
 - v. the Department's mobile messaging and email systems
 - vi. replacement of 2,500 existing workstations
 - vii. replacement of computer servers and storage space, as well as a back-up server for the Department's private cloud in the LAPD Data Center;
- add 52 regular sworn positions to the recently established Community Relationship Division (CRD); and
- add 18 regular sworn positions to the Mental Evaluation Unit (MEU).

BUDGET ADVOCATE COMMITTEE RECOMMENDATIONS

- Fund an expansion of the LAPD's civilian workforce and streamline procedures to put officers back on the street.
- Fund staffing of the Metropolitan Detention Center and other jails with trained detention officers allowing police officers to return to the field.
- Increase the replacement life-cycle of police vehicles and then plan, fund and implement a rolling replacement of the City's police cars, motorcycles, helicopters and other vehicles.
- Continue to fund and expand Body Worn Video cameras to fulfill deployment-wide use.

- Fund an upgrade and overhaul of LAPD's field communications systems including Digital In-Car Video Systems, handheld radios and their computer interfaces.
- Fund an overhaul of the City's 911 system to bring it up to current standards.
- Fund modernization of the LAPD's secure computer hardware and software systems.
- Fund further expansion of the Community Relationship Division and Mental Evaluation Unit to improve community outreach and interaction with the homeless and mentally ill.
- Fund the hiring of an independent consultant to review and make recommendations regarding deployment and use of command staff and set up an oversight procedure for the future.
- Fund the hiring of an independent consultant to review management procedures regarding issues of sexual harassment, gender harassment, retaliation and other incidents where uniformed officers are suing the city and their supervisors.
- Have the costs of all lawsuits, workers comp and other claims charged back to the department and set up procedures across the board to incentivize reduction of such costs.

MISSION STATEMENT

The LAPD's mission is to safeguard the lives and property of the people it serves, to reduce the incidence and fear of crime, and to enhance public safety while working with the diverse communities to improve their quality of life. The LAPD's mandate is to do so with honor and integrity, while at all times conducting itself with the highest ethical standards to maintain public confidence.

LAPD SERVICES

The LAPD is the third largest police agency in the nation and is responsible for the safety and security of people that live, visit and work within the City of Los Angeles. The Department's policing boundaries are separated into 21 geographic Areas bifurcated from the Central, Southern, Valley and Western regions of the city.

Budget wise, the LAPD is divided into ten programs. They are Custody of Persons and Property, Departmental Support, Field Forces, General Administration and Support, Internal Integrity and Standards Enforcement, Personnel and Training Support, Specialized Enforcement and Protection, Specialized Investigation, Technology Support and Traffic Control. These programs represent a variety of Department administrative, field, investigative and specialized operations that utilize similar components such as equipment, personnel and technological resources.

The LAPD strives to achieve the following ten goals:

1. Reduce Crime and Victimization
2. Build Community Trust and Collaboration
3. Improve Traffic Safety
4. Emphasize Preparedness and Counter-terrorism
5. Strengthen the Public Safety Workforce
6. Foster Employee Wellness and Satisfaction
7. Mitigate Risk and Reduce Harm
8. Develop Innovative Sustainability Programs
9. Drive Accountability and Reward Creativity
10. Leverage Technology to Improve Performance

The fiscal year 2015-16 Adopted LAPD Departmental Budget is \$1,417,744,966.

For fiscal year 2016-2017, LAPD is requesting a Departmental Budget of \$1,612,516,166 and a Non-Department Budget of \$51,794,016 for a total of \$1,664,310,182.

DISCUSSION

Staffing - Last year the Department hired 450 police officers but lost 451 through attrition, whereas typical attrition has been 350 to 375 a year. A loss of 400 officers is projected this year, and thus the Department needs to hire 500 to 600 officers. Los Angeles County Sheriff is hiring 700 deputies which makes recruitment more difficult.

The Department has requested 300 civilian officers including 11 detention officers. There has been difficulty in filling training classes and both graduating and retaining detention officers. The Department has had to make the job more attractive by creating alternate work schedules. A class of 44 detention officers is to begin in April or May. The goal is to reassign to the field 78 sworn officers currently serving as detention officers.

Unfortunately the additional detention officers will not be sufficient to open existing vacant jails in five areas. Hopefully additional detention officers can be hired in the coming year/s, trained and in place so patrol officers can be relieved of transporting detainees to jails in other areas. As it currently stands patrol cars and officers must leave their assigned patrol areas for many hours at a time to transport detainees to jails in other areas of the City.

Motor Transportation - The Department has 5000 vehicles, and each year had requested approximately 1150 replacements. Beginning in 2009 the Dept. has analyzed costs of maintenance vs. replacement, resulting in extending automobile life cycles from 85,000 to a peak of up to 150,000 miles and motorcycles to 105,000 miles. As vehicles reach peak mileage, purchases are going back up again, and this year the request is for 1186 vehicles. The Department is studying the possibility of leasing versus purchasing automobiles.

Body Worn Video - During the current budget cycle LAPD made an Interim Budget Request for \$20 million, \$10 million for body cameras and \$10 million for required communication Computer Aided Dispatch (CAD) updates.

Technology - The Department is working with some very old, even some archaic systems, and intends to replace or upgrade systems. Funding is requested for upgrades for seven technological systems.

Community Relationship Division (CRD) - In August 2015 the Department consolidated community related functions into a single division. The CRD seeks to build relationships and trust with the diverse communities in Los Angeles, while leveraging best practices in community outreach and community policing. 52 additional officers are requested.

Mental Evaluation Unit (MEU) - In light of recent law enforcement-related tragedies involving both homeless and mentally challenged individuals, the Department seeks to expand its efforts and outreach in handling physical interaction and service calls involving those suspected of having mental challenges. 18 additional officers are requested.

Challenges to Public Safety - Chief Moore indicates two challenges to public safety. The first is gang violence - 60% of homicides are by gang members and 30% of all crime; shootings are up above 25%. The second is homelessness which has increased 12 % in the last two years.

Homelessness - Chief Moore indicates the need for housing - both interim and permanent, for services - both medical and psychological and jobs for the homeless. Because of the lack of those, police and fire resources must address medical matters, disturbances, and crime related to homelessness.

The Police Commander in the Central Area is working with the County Department of Mental Health regarding services. Early releases under AB109 decriminalized certain offenses including narcotics on the promise of providing services. However, we are still waiting for the services and support including housing, allowing for chronic offenders to remain on the street and more opportunity to commit crimes.

Speaking on homelessness Chief Moore advises that the City cannot pull public safety out on the promise of providing services. Those services must first be in place and then we will see cost savings. The 50 officers in Downtown LA may then be available to focus on other quality of life issues.

Risk Management - The Department is addressing harm reduction, problem solving to minimize cost to the City as to (1) use of force lawsuits, (2) employee related collisions, (3) work related injuries, and (4) work place conflicts involving discrimination, harassment, and claims of retaliation. The cost to the City of illness and injuries on duty is just under \$80 million a year.

Budget Advocates asked how the Department is held accountable for these expenses. Benchmarking numbers of sick and injured on duty with other agencies, such as LA County Sheriff, suggests the Department's risk is about equal with the Sheriff. The Department has conducted studies on policies such as attempts to disarm suspects, and on prototypes of seat belts, gun belts, holster designs, taser holsters, load bearing vests vs. belts, ergonomic chairs, etc. in order to cut back on claims of all sorts. Mike Hines and City Controller Ron Galperin are working with the Department on this significant matter.

CONCLUSION

The LAPD faces significant challenges to maintain and enhance its current operational capabilities. It needs to increase its personnel strength, replace or upgrade aging equipment and technology, build a world-class community relations and transparency program, and minimize workers' compensation and civil lawsuit costs. The LAPD's FY 2016-17 Proposed Budget will allow the Department to meet the aforementioned challenges and enhance its ability to meet its goals.

The LAPD should continue to strive to fulfill its mission and goals to the best of its ability and implement recommendations that would enhance its performance, including those made by the L.A. City Controller's Office.

The City of Los Angeles has adopted a goal of becoming the Safest Big City in America. The LAPD is critical in the accomplishment of this goal. The City should provide the LAPD with the necessary resources for it to fulfill its mission of protecting and serving all Angelinos in an efficient, ethical and transparent manner.

**Neighborhood Council Budget Advocates
Department of Public Works Report
2016**

ATTENDEES

Department of Public Works: Kevin James, President

Budget Advocate: Terrence Gomes

RECOMMENDATIONS

- Fund two crews for the urban forestry division.
- Develop & implement software and technology that can be utilized by LADOT and Street Services for street sweeping.
- Hire an additional, full-time city staff member to coordinate the clean streets initiative program with all of the City's Neighborhood Councils.
- Fund a dedicated striping crew to meet the demands of new striping once a street is resurfaced or slurry coated.

BACKGROUND

The Department of Public Works consists of over 5,400 employees who are responsible for design, construction, renovation and operation of public projects ranging from bridges to wastewater treatment plants and libraries; curbside collection and graffiti removal; and maintenance of streets, sidewalks, sewers, streetlights and street trees. After meeting with Public Works, the following items were identified as a priority for the FY 2016-2017 budget.

CONCERNS AND DISCUSSION

- Currently, the Los Angeles fire Department provides tree trimming in the event of an emergency. Two tree trimming crews are needed to respond to emergencies, to be able to respond to Neighborhood Council and City Council requests, and to deal with special event issues and problems that a contractor does not have the flexibility to offer due to contract constraints. Stakeholders also receive better service when we have city crews because there is more accountability. Since the City has discontinued the tree-trimming crews because of the prior budget crisis, the bids for contractors to trim trees have been submitted at a higher cost per tree. When the city had a tree trimming crew, bids were submitted at a lower cost per tree because the city had an alternative and could benchmark what their costs were.
- LADOT officers and Street Services street sweeper crews need to work together on street sweeping days. Currently there is no method for either to communicate with each other to be efficient and effective. A software-tracking program would offer dual benefits to the City and Stakeholders. LADOT parking enforcement officers can monitor in real-time the location of street sweepers that would be equipped with GPS tracking locators. This would be business and community friendly because once a street sweeper has swept a street, the parking enforcement officer will already know to not ticket cars. An additional benefit that the software would provide is the rerouting of street sweepers to get the most efficient use out of the equipment and the most miles swept. Current software applications are projected to cost \$350,000 to \$400,000 to equip the entire fleet.
- The Clean Street Initiative was created as a partnership that included the resources of the Neighborhood Councils to promote the cleanliness of our streets, sidewalks, alleys and public spaces that are essential to our quality of life, our economy, and our health. The linchpin of the project is the coordination between the Neighborhood Councils and City departments to complete this endeavor.

- Public safety is the paramount job of the City. While LADOT has striping crews, the job to stripe streets with record pavement preservation by Street Services is currently unmanageable by LADOT. Many streets and crosswalks are not striped within weeks and some crosswalks are not striped within a year.

Respectfully submitted by Department of Public Works Committee Member:
Terrence Gomes

**Neighborhood Council Budget Advocates
Board of Public Works Report
2016**

ATTENDEES

Board of Public Works: Kevin James, President

Budget Advocate: Terrence Gomes

RECOMMENDATIONS

- Fund one emergency management coordinator (EMC) position that is answerable to the Board of Public Works and coordinates with the Department of Public Works with its five Bureaus.

BACKGROUND

The City of Los Angeles Board of Public Works (BPW) is a five-member executive team that administrates the City of Los Angeles Department of Public Works. The Department of Public Works consists of over 5,400 employees who are responsible for design, construction, renovation and operation of public projects ranging from bridges to wastewater treatment plants and libraries; curbside collection and graffiti removal; and maintenance of streets, sidewalks, sewers, streetlights and street trees.

CONCERNS AND DISCUSSION

- Currently, there is no coordination between the Board of Public Works and the Department in a time of emergency. Having an EMC answerable to the Board will allow a more effective and direct line of communication in the event of a crisis or disaster between the two entities.
- Currently each Bureau has its own coordinator that is responsible for the organization's disaster preparedness and response plan. Like many departments in the City, they operate in a silo, may overlap in resources, and at the same time may not operate in accordance with local, state and federal regulations. With a Board of Public Works EMC, they can coordinate and assist the Bureaus' EMCs to enhance the development of their preparedness, response and recovery plans.
- Generally, the public does not pay attention until a disaster hits. Because of this lack of preparedness, the City and the Department of Public Works needs to be at the forefront of preparedness to those areas that need assistance the most in an emergency. Having an EMC that is responsible to the Board can coordinate the analysis of each Bureau's emergency management plans and procedures and make recommendations to the Board for revisions for improvements. An EMC can ensure that internal and external partners understand all Bureau emergency operating procedures and can coordinate with the Emergency Management Department (EMD).
- An EMC can conduct quarterly risk and threat assessments and advise the Board on the Bureaus' disaster mitigation, response, and recovery procedures after a major event.
- Public safety is the paramount job of the City. Having an EMC will allow the Board of Public Works to be well informed before, during, and after a major incident and allow the Board to implement programs and projects, in coordination with the Bureaus, that are designed to significantly reduce the loss of life and property following a major disaster in Los Angeles.

Respectfully submitted by Department of Public Works Committee:
Terrence Gomes

**Neighborhood Council Budget Advocates
Department of Recreation and Parks Report
November 12, 2015**

ATTENDEES

Department of Recs and Parks: Michael Shull, General Manager

Budget Advocates: Juan Salas and Jon Liberman

RECOMMENDATIONS

- Workforce:
 - Need to have a hiring plan in place. Hiring of HR personnel should be able to handle the large number of new employees.
- Greek Theater:
 - Revenue from the Greek Theater should be used in all parts of the Budget. The moneys should be divided among short-term projects (CLASS Parks Program Enhancement), long-term projects (Reforestation Program), and the general upkeep of the theater.
- Drought:
 - Water prices will only keep rising. Future proposed budgets should account for this.
 - Potentially seek Legislation or help on the Federal level to help keep old trees alive.
- Rangers:
 - Create a measuring tool to find out if new Ranger Program is positively affecting the parks.

DISCUSSION

Overview:

The Department of Recreation and Park's budget comes from 3 different sources: 0.0325% of the city's property tax, from self-generated revenues, and from the city's General Fund. In recent years, RAP has had to pay its own utility bills, which has place a burden on their budget. On the proposed 2016-17 budgets and expenditures, about 8% of their total budget will go to utilities and they expect it to keep rising every year.

Drought:

While the drought has forced everyone (including RAP) to consume less water, this has caused a lot of stress on the older trees. RAP has been experiencing a rapid loss of trees throught their parks.

The Greek Theater is now under RAP. RAP has contracted SMG Entertainment Group to manage the concerts as well as the operational services of the theater. Premier Food Service Management will handle the concessions. Since RAP has no experience handling such large venues on a yearly basis, the partnerships they've created will help RAP focus on parks.

Ranger Program:

Ranger Program currently has 36 Rangers, with a proposed increase to 46 next year. The Rangers take about a year from aplying to hiring to training before they are ready. Very slow process. They have 6 districts in which RAP divides the city. They are aiming to distribute the rangers equally.

Issues:

RAP currently has 1,072 employees in the Ground Maintenance, Construction, Recreation positions with 174 vacancies. They are expecting 22% (240) of these employees to retire within the upcoming year. The majority of their employees are in their late 50's and early 60's. If RAP does not fill their vacancies as well as replenish the retiring positions, the quality of their services will decline. On top of that, all of the retiring employees will be taking valuable knowledge that only they may know about their parks, which will slow down the learning curves of the new hires. This year, RAP had 125 new hires, but only 20 of them were actual net hires. RAP needs to focus on increasing the net hires in the upcoming years.

The Greek Theater seemed like it would be a bad idea for RAP to take over, but they have teamed up with two businesses that have smoothly transitioned into the Greek and have already settled in. Improvements to the theater will be finished in April 2016. There are 1,500 applications to perform, with 20 of them already booked (as of November 12th, 2015). The revenues from the Greek Theater will be a boon for RAP.

Respectfully Submitted by the Recs and Parks Committee Members:

Juan Salas

Jon Liberman

**Neighborhood Council Budget Advocates
Bureau of Sanitation Report
October 20, 2015**

ATTENDEES

Bureau of Sanitation: Enrique Zaldivar, Executive Director and Lisa Mowery, Chief Financial Officer

Budget Advocates: Liz Amsden and Jon Liberman

RECOMMENDATIONS

- City to provide funding for long-range planning needs as prioritized by the Bureau, specifically immediate funding to their storm water programs
- City to fund homeless-related costs (clean-up, etc.) separately from Bureau services budgets releasing funds for sanitation specific projects
- City to fund one truck and driver to pick up hazardous waste from people's homes once a year
- City to fund the Bureau's exploration and report (by the end of FY 16-17) on the possibility of establishing vertical farming and aquaponics in connection with the Bureau's wastewater plants to:
(a) provide stakeholders with an ongoing source of fresh produce and seafood, specifically (b) increase access to healthy foods for limited means families, (c) reduce water and pesticide/herbicide use, (d) provide local sustainable jobs, (e) eliminate the carbon costs of importing produce, and (f) improve the City's sustainability and resilience as regards feeding the populace in the event of a disaster
- City to establish a standing process for all departments to share common goals and interrelated interests
- City to co-sponsor a workshop so departments can connect with counterparts in other cities, other levels of government to share best practices, learn from each other and establish an ongoing think tank with these and within the City to accelerate solutions
- City needs to address the inequity between wages paid to DWP workers and those in other City departments
- Encourage the Bureau (as well as other departments) to work with NCs to educate and address issues at a local level

DISCUSSION

Overview:

The Bureau of Sanitation's primary responsibility is to collect, clean, and recycle solid and liquid waste generated by residential, commercial, and industrial customers in Los Angeles region as well as administering the City's Clean Water, Solid Resources Program, and Watershed Protection Programs. As the City's leading environmental department, these programs are all building towards environmental sustainability including the mitigation of climate change; the monitoring greenhouse gas emissions; the expansion of green infrastructure and renewable energy development; and brownfield remediation.

The Bureau feels they have a robust IT group who are renovating systems including upgrading to make open data entry automatic (currently manual). They are in process of updating their call center to make it a 24/7 cloud-based operation. At the moment, they are based downtown with a satellite operation at Hyperion but for security purposes at night will ramp up the Hyperion space.

They meet monthly on items identified in the City's Sustainability pLAN – recycled water, carbon and climate change issues, etc. with an emphasis on offsetting existing water imports, resilience, and making the functions they perform for the City more locally sustainable. Through leadership of the Mayor's office, the Bureau has access to the resources of CalTech, USC, UCLA and other institutions on climate change and other pressing concerns, and are working with other entities to support and improve services based on projected worse-case scenarios.

One of the aspects of the Bureau that impressed us was their encouragement of a culture of risk at all levels, which seems to have accelerated the generation and implementation of new ideas and enhanced job satisfaction. **This approach should be spread to all departments as a 'Best Practice' methodology.**

Issues:

- With the budget cutbacks after the 2008 financial meltdown, the Bureau lost many experienced people and their accumulated experience.
- Both Enrique and Lisa expressed concern that many of the issues they face are long term and interdepartmental in nature and Sanitation cannot address them alone. These include logistics, interfacing with DWP, engineering and other related areas, and the impact of homelessness. Later we touched on the fact that many of these involve all four levels of government – City, County, State and Federal.
- In recent decades, the Bureau addressed more stringent environmental mandates based on the federal Clean Water Act as well as City- and State-mandated recycling and air quality requirements for which they have obtained the necessary funding to comply.
- But, in addition to that and the expected demands of a growing city, the Bureau is feeling the impact of the drought (successful water conservation has meant that net charges based on water use have fallen and no longer cover the fixed costs, roots are forcing their way into pipes and accelerating infrastructure failure, the El Nino threat puts pressure on the existing system), and the homelessness crisis which is stressing the City on a number of levels including safety, health and sanitation in the impacted areas.
- One major issue affecting implementation has to do with navigating the bureaucracy necessary to fund programs – too many states and local jurisdictions (Prop 218 in California) require passage of a proposition in a general election or other property owner vote in multiple jurisdictions making it virtually impossible for a countywide approach. Another is that pollution prevention and flood control guidelines have not been updated in 25 years. Including plans required for these mandated pollution abatements (for which they have not been able to start construction), the Bureau has over 400 projects on their books that have yet to be funded.
- During FY 15-16, the department did well with their focus on water recycling, the Terminal Island wastewater project, the expansion of the Hyperion reclamation plant, other water recycling, and expanding into other phases on their list of priorities.
- They use a 10-year planning horizon on wastewater but, while this is the first time in 35 years they are not bound by consent decree to fix certain problems, their ability to take on more projects has been restricted by the decrease in revenues due to water conservation measures (income is based on unit-use of water; DWP reports use decreasing from 16,168 million gallons in October of 2013 to 13,763 million gallons in October of 2015).
- Another challenge is due to the size and topography of Los Angeles where infrastructure will be forever subject to earthquakes, mudslides and other risks.

- There is interest in partnering with the Neighborhood Councils to educate stakeholders on their pollution and recycling concerns especially as illegal dumping is primarily an economic issue and they want to avoid being mischaracterized as unfairly targeting the poor and disenfranchised. They are also interested in using the NCs to data mine so they can understand the roots and concerns of these issues to develop a more egalitarian approach to enforcement.
- The bulk of the Bureau's budget of almost \$420 million is covered under a range of Special Funds with user charges for services being deposited into the applicable fund. Only a very small amount – \$8.9 million earmarked as part of the Mayor's Clean Streets Program and a little over \$2M for costs relating to the homeless on Skid Row and in Venice – comes from the City's General Fund.
- To enhance the services they provide to residents of Los Angeles, the Bureau also works through County, State, regional and federal partner-funded programs to protect people's health, the environment and address sustainability issues, as well as working with the DWP on expanding and conserving water sources.
- Rainfall alone over the 454 square miles of the City at the 15 inches per annum rate historically received, if captured would supply half the City's needs. The City's 454 square miles translates to 310,000 acres; at 15" average annual rain this would mean 372,000 acre feet incoming which, at 90% actual retention, would supply 334,800 acre feet of water to the City – over 100 billion gallons.
- Added to increased grey water use, various reclamation projects, etc., this would significantly increase the City's resilience. However, this does not address demands of development, including construction as well as the additional inhabitants, nor does it account for the millions of gallons being used in fracking which, even in the lower water-use process, produces untold quantities of unrecyclable, toxic liquid waste.
- The Bureau was concerned that recycling reclaimed water into the system would be off-putting but... is treated, tested waste water discernibly worse than water from 'fresh' sources elsewhere in California which are contaminated with fracking solutions, lead from hunters' bullets, carrion and animal scat?
- We routinely accept the use of grey water for irrigation and fields but the department has concerns if the public accept treated water into the potable system. The DWP is implementing reclaimed systems for mega-users now but it is currently too expensive to build infrastructure for residential use. But all indications, given how many Angelenos have embraced water reduction programs in the past decade, suggest that as a populace, the City would adapt to expanded water reclamation if it was shown to be in the City's best interest.
- The Bureau's Terminal Island project focuses on protecting the aquifer and reinjecting reclaimed and run-off precipitation to counterbalance the City's demands. The Mayor's OneWater plan is opening the way for a more collaborative approach between departments to integrate the management of the City's water resources and water facilities in an environmentally, economically and socially beneficial manner.
- On solid waste, the department is implementing a zero waste program ranging from expanding recycling to businesses and apartments/condos, closing down landfills, repurposing solid waste and its by-products such as the methane the Hyperion plant is using to provide power for the needs of the City government buildings.
- The new franchise-hauling which will shortly go into effect have mandates to provide recycling, and contribute to the department's goals. The last of LA's landfills in Puente Hills is closing down but the City needs to address the impact of neighboring cities' garbage impact on Los Angeles' streets and air quality – specifically Glendale's Scholl Canyon Landfill which was supposed to have been shut down decades ago.

- More than any other department or bureau, Sanitation seems to be looking at the long term impacts to the City including alternate technology, waste-to-energy RFPs to move in that direction, a biogas-fueled cogeneration plant that will supply 100 percent of the steam and electricity produced to power the city-owned Hyperion Water Reclamation Plant, and multiple approaches to reduce environmental impact and increase sustainability and resilience.
- The Bureau has created a culture of leaders willing to take risks, a culture which has trickled down encouraging innovation at all levels going back to Mayor Riordon's opinion that it is easier to ask for forgiveness than permission. Mayor Garcetti is reportedly supportive of exploring new options, taking risks: less concerned about his people stumbling and falling so long as they fall forward. An empowered staff is one that is willing to take risks. Is willing to find out-of-the-box solutions.
- While the majority of their personnel are blue collar, with the growth of technological approaches to their core operations, the Bureau has added a more educated and sophisticated cadre of workers. Prior to the recession, theirs was the 'go-to' department with crossover with engineering and DWP; now they can't match the 18% pay differential to current DWP salaries. Other benefits, including non-financial ones such as a positive work culture environment, could balance out about half of this but not the entire amount.
- The benefit of departmental training, mentoring and promoting from within encourages self-initiative. Given the wage limitations, they feel the need to reward their personnel, promote those with ability now to cover retirements as well as limit time and costs associated with new hires. At the moment they are constrained by so few title step increases built into the structure.
- As well as their ongoing campus recruitment in the LA area, they were open to programs to move people from the ranks of the unemployed, homeless, prisons etc. to jobs through apprenticeships or if their qualifications matched their needs. At the moment they employ over 2,800 people with entry-level jobs in maintenance which can then move to truck operation, wastewater collection and others. For the homeless who may function better outside of offices, there are many outside jobs.

CONCLUSION

- We commend the forward-thinking approach of the Bureau of Sanitation and suggest that other departments may want to model changes on the successes the Bureau has achieved in recent years. There is a lot to be done with regards to water conservation especially to improve the resilience of the City.
- The Bureau has voice a desire to work with the Neighborhood Councils to better address concerns and obtain further input and have suggested a summit with the NCs at Hyperion late January or February of 2016 which should be pursued.

Respectfully submitted by Bureau of Sanitation Budget Advocates Committee Members:

Liz Amsden

Jon Liberman

**Neighborhood Council Budget Advocates
Department of Public Works Bureau of Street Lighting (BSL) Report
2016**

ATTENDEES

Department of Public Works Bureau of Street Lighting: Ed Ebrahhamian, Director and Norma Isahakian, Assistant Director

Budget Advocate: Juan Salas

RECOMMENDATIONS

- Create a stronger relationship with LADWP in streamlining income earned from solar panels.
- Increase funding for the solar panel program to help reduce carbon emissions and develop a revenue stream for the BSL to cover these costs
- Evaluate costs versus results in training new hires now for the BSL's long-term programs.
- Work in conjunction with the LAPD and Council Districts to identify areas in every district for a pilot program to install new LED street lights in high crime, low income areas and then expand out to other neighborhoods.

BACKGROUND

Bureau of Street Lighting (BSL) is one of five Bureaus in the Department of Public Works. The Bureau of Street Lighting is responsible for the design, construction, operation, maintenance and repair of the street lighting system within the City of Los Angeles. There are currently more than 210,000 lights in the City consisting of more than 400 designs.

BSL receives no money from the city's General Fund. The majority of BSL's fund is made up from collection of Street Light Maintenance Assessment Funds (property tax) and a small portion from a special gas tax. Both make up a little under \$30 million annually, where 9% goes to general admin and support; 3% on assessment program; 43% street light maintenance, repair, and operation; and 45% on design and construction of new street lights.

CONCERNS AND DISCUSSION

- BSL has been working on a couple of programs that will help reduce greenhouse emissions over the next two decades per the Sustainability pLAN. The first one is the installation of 2,000 solar panels throughout the city over the F15-16. This will offset 661 metric tons of carbon emissions and will bring an annual revenue of \$178,200 per year (at \$0.15/KWH). The total cost is \$1,987,135 and is projected to pay itself back in 11 years.
- The other program is the High Voltage Conversion Program which will convert 5,000 street lights every year for 5 years starting in FY 16-17. High voltage systems are like Christmas lights: one goes out, they all go out. The program is projected to cost \$52 million and will replace the antiquated lights with low voltage, LED street lights. Once the program is completed, it will save \$5.5 million annually and will pay itself back in 9 years.
- Just like all city departments, about 25% of its 250 employees will retire within the next 5 years. Now that the hiring moratorium has been lifted, BSL has a succession plan with the city's Personnel Department, and will hire to their maximum capacity. They are also working on creating training opportunities at their two sites: Broadway and 12th St for Engineers, Santa Monica Blvd and Vermont for the Field Crews.

Respectfully submitted by the Department of Public Works Bureau of Street Lighting (BSL) Committee Member:
Juan Salas

Neighborhood Council Budget Advocates
Bureau of Street Services Report
October 28, 2015

ATTENDEES

Bureau of Street Services: Nazario Saucedo, Director

Budget Advocate: Joanne Yvanek-Garb

RECOMMENDATIONS

- Out of the 100 street sweeping machines, there is funding for 60 operators. The other 40 are in reserve. Allow Bureau of Street Services (BOSS) to rehire those employees laid off if they are still available or to begin the training process for new employees.
- Install GPS devices on street sweeping equipment GPS on Motor sweepers and Mobile Devices to determine availability for better services.
- Identify more cul-de-sacs streets and parking lots to install “Cool Pavement” to cool pavement by 15 degrees eliminating heat islands throughout the city.

Priority 1 - Pavement Preservation:

Last year BOSS’ goal was to pave 2,200 lane miles of pavement preservation and due to hiring freezes was able to pave 2,400 lane miles.

This fiscal year the goal is to install “Cool Pavement” (light gray treatment) on one short residential segment in each CD. This method would work well with parking lots and parks as the pavement would be 15 degrees cooler than regular asphalt paving. One drawback is because it is a lighter color, it shows stains quicker. Also, it does not meet the coefficient of friction necessary to be on regular streets. The maximum miles per hour that a vehicle could go safely is 20 MPH.

Streets in Historic Districts that are concrete must be replaced with concrete paving.

The van that does the Pavement Preservation field survey is 10 years old and a replacement would cost \$1.5 million dollars. The Cold-In-Place Recycling equipment is 15 years old and needs to be replaced.

Priority 2: Mayoral Initiatives:

Great Streets -They would like to use non-potable water for field operations. Convert turf medial islands to low-water or no-water. Median strips would be graded to be a water catching system.

Sustainability – Cool Pavement pilot (one location per CD) and a new concrete crusher to recycle sidewalk program waste.

Clean Streets Initiative – Increased enforcement of litter deposits and motor sweeping resources (currently have 100 sweepers but only 60 operators to do the work.)

Vision Zero – Construction fund for overtime work supporting DOT. More enforcement services by BSS Investigators (begin a Jr. Investigators program).

Proactive Bike Lane Maintenance Program (sweeping and potholes) will make intersections safer.

Priority 3: Increase Capacity:

Sidewalks – Increase crews from 2 to 4 to deliver Willits program

Drought Dead Trees – Currently they have 7 crews to answer 35 to 40 calls a day regarding dead trees or limbs that have fallen.

Unimproved Median Removal – Develop a program to remove asphalt or concrete median islands where DOT can reallocate road space for Mobility Plan.

Respond to emergencies within 2 days.

Priority 4: Deploy GPS & Mobile Devices:

GPS on Motor sweepers – GPS devices would allow BOSS to know where the sweepers are and how to reallocate for better services.

Mobile Devices – Paperless field inspections with instant dispatch availability; Dispatch of pothole trucks & emergency tree crews; Tree inventory & mapping of sidewalk programs.

**Neighborhood Council Budget Advocates
Department of Transportation Report
2015**

ATTENDEES

Department of Transportation: General Manager Seleta Reynolds, Assistant General Manager Selwin Hollins, and Angela Beruman

Budget Advocates: Liz Amsden, Glenn Bailey, Jon Liberman, and Barbara Ringuette

RECOMMENDATIONS

The NCBA's recommend that the City of Los Angeles adopt the following suggestions:

- That the City's Personnel Department work with DOT with the goal of reviewing all DOT job classifications within the next 18-24 months.
- That the City fund and the Department fill the position of Director of Field Operations ASAP to optimize the efficiency of the DOT work crews.

BACKGROUND

Last year, Seleta Reynolds, was selected as GM weeks before we interviewed her for Budget Advocates. This year is her first full year with the Budget cycle.

Prior to this year's meeting, the Budget Advocates survey of Transportation related concerns identified the following:

- Is DOT equipped to manage the projected employee retirements over the next 5 years?
- Review the approach to bike lanes so all modes of transportation are accommodated (Mobility Plan 2035) and involve the neighborhoods in this process of allocating transportation.
- Improve "on-street" parking on a neighborhood-by-neighborhood basis.
- What is the status of Preferential Parking Districts?
- More public transportation in the San Fernando Valley, including more busses running more frequently and expanding the hours of service.
- Look at public transportation re:
 - (a) Can we better integrate service between Expo and Metro to eliminate the First/Last Mile problem?
 - (b) Do we need to increase the number of dedicated bus lanes?
 - (c) Should we have more shade & benches for bus & train stops?
 - (d) Are we doing enough to capitalize on economic incentives to forego automobile traffic? Specifically have we studied the effect of offering free bus transportation in reducing automobile traffic? Additionally, can we tie into the "sharing economy" to reduce traffic?

CONCERNS AND DISCUSSION

The General Manager advised that her number one priority was to achieve zero fatalities in the City of Los Angeles due to traffic. This will involve training of the public with regard to how they walk, use bicycles or drive motor vehicles. In addition to greater public awareness by our citizenry; she needs to have her department be more effective with regard to street signage and utilization of new technology.

By the end of FY 2018, DOT will have to replace 48% of their workforce due vacancies or retirement. Ideally, DOT and Personnel can reach agreement on updated DOT job classifications. The GM would like to have 5-10% of her Department in "Exempt" positions. She also would like to have the position of Director of Field Operations filled within the next few months. This position is needed to optimize the efficiency of the DOT work crews.

With respect to parking there is little in the way of funds to pay for more parking. Most of the prior year's funding that was earmarked for parking was moved into the General Fund several years ago to keep the city solvent. There is a backlog in processing requests for Preferential Parking Districts. The Department's goal is to cut the time needed to respond to a request for a PPD from 9 months to 4 months within the next 6-9 months.

The DOT working with Street Services repairs or replaces streets that are torn up. The goal for next year is the replacement of 2400 lane miles. This is the largest repair job attempted by any city in the US.

A significant portion of DOT is paid for by Grant Funds. The DOT solicits grants, completes the grant forms and administers the grants if they are awarded to the City of Los Angeles. They have a backlog of \$250,000,000 for street widening, safe routes to/from schools, and roundabouts.

DOT felt that there was significant flexibility in the Mobility Plan 2035 to assure neighborhoods access to the decision making process with regard to their respective neighborhoods.

Respectfully submitted by:
Jon Liberman

Neighborhood Council Budget Advocates
Department of Water and Power Report - 8% Transfer Fee
2015

RECOMMENDATIONS

- The City must settle the class action lawsuit by agreeing that the 8% Transfer Fee is an illegal tax that violates Proposition 26 that was passed by California voters in November of 2010.
- The City must agree to repay the LADWP \$1.5 billion, an amount equal to the sum of all Transfers since the passage of Proposition 26. The City should issue \$1.5 billion in Judgment Obligation Bonds to fund this repayment over 15 years (about \$150 million a year).
- The City should place a measure on the ballot authorizing a new 8% Transfer Tax on Power System Rate payers to replace the illegal 8% Transfer Fee which should then be phased out in equal installments over 15 years.
- The City should place on the ballot a measure that reforms the City's budgeting process.

CURRENT SITUATION

In this fiscal year, Los Angeles will take in tax revenues of around \$640 million from LADWP Ratepayers, consisting of the City Utility Tax of approximately \$374 million, primarily collected on a monthly basis, and the 8% Transfer Fee of approximately \$267. The Transfer Fee is 8% of the prior year's revenue of the Power System which is paid to the City after the Power System's financial statements have been audited and the payment of the Transfer Fee will not violate any financial covenants.

A class action lawsuit alleges the 8% Transfer Fee is an illegal tax that violates Proposition 26 since it was not approved by the voters nor was it is authorized by an ordinance passed prior to Proposition 26.

This class action lawsuit is being contested by the City. However, precedents indicate that the City will not prevail and will only incur increasing costs in fighting a losing battle.

An adverse judgment without a sustainable plan in place to address the result will throw the City into another financial crisis since it cannot absorb a hit of over \$425 million to its current budget. This sum consists of the loss of the 8% Transfer Fee (\$267 million in fiscal year 2015-16) plus the \$150 million needed to service the recommended \$1.5 billion Judgment Obligation Bond.

A measure must be included on the next City ballot to reform the City's budgeting process to conform to the long-term budgeting and planning approach called for in this White Paper which MUST:

- require and adhere to a five-year budget as well as ten-year and 30-year projections based on Generally Accepted Accounting Principles;
- benchmark the efficiency of its operations with full accountability each year;
- fully fund its pension plans within twenty years;
- require an 85-year plan on all infrastructure, its maintenance, upgrades, renovations/replacements and operating expenditures, enumerating overall costs and projected timeline requirements; PLUS
- implement and fully fund a twenty-year plan to repair and maintain our streets, sidewalks, and the rest of our infrastructure;
- establish a fully funded Office of Transparency and Accountability to oversee the City's finances and operations; and
- promote public input and involvement, including having knowledgeable Neighborhood Council representatives in oversight positions, so stakeholders can trust the City and the LADWP is spending our money wisely at all times.

The following is a history of the Transfer Fee.

	Power	Extra	Power	Water	Total	Council File
2002	154	25	179	27	206	
2003	156	29	185	28	213	
2004	150	60	210	28	238	
2005	160	-	160	30	190	05-0546
2006	158	-	158	28	186	06-0321
2007	175	-	175	30	205	06-3047
2008	204	28	232	-	232	08-0377
2009	223	-	223	-	223	09-0087
2010	221	-	221	-	221	10-1289
2011	259	-	259	-	259	11-0819
2012	250	-	250	-	250	11-2139
2013	247	-	247	-	247	12-1907
2014	253	-	253	-	253	13-1631
2015	266	-	266	-	266	14-1744
2016	267	-	267	-	267	15-1436
2017	291	-	291	-	291	Estimated
2011-2016			1,541			

NOTES

- The transfer is paid in installments in the second half of the fiscal year.
- The amount of the transfer is equal to 8% of the prior year's revenue.
- The independent auditor needs to determine that there is a surplus.
- The transfer fee was increased from 5% to 7% in 2005 (?).
- The transfer fee was increased from 7% to 8% in 2009 (?) to offset the elimination of the 5% water transfer.
- The elimination of the 5% water transfer was offset by an extra payment of \$28 million.
- Proposition 26 (The Supermajority Vote to Pass New Taxes and Fees Act) was approved by 52.4% of the voters in November 2010.
- Reference Council File 14-0161 / CAO Report of 3-19-14 for historical information.