



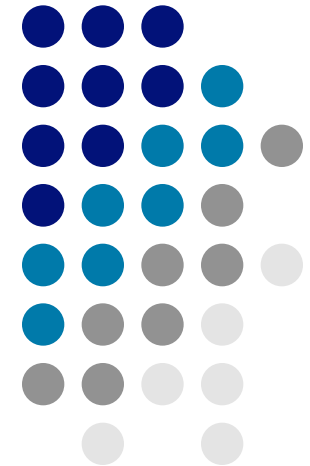
# City of Los Angeles

**KH**  
CONSULTING  
GROUP  
MANAGEMENT  
CONSULTANTS

**WOOLPERT**  
DESIGN | GEOSPATIAL | INFRASTRUCTURE

## Development Reform Strategic Plan: Building a Better LA

June 2011 Update



**Presenter:** Gayla Kraetsch Hartsough, Ph.D., President, KH, Project Director

# Objectives and Scope

Time Line: 6 Months (Started Jan. 1<sup>st</sup>)



## A. Evaluation and Research

## B. Implementation Improvement Strategy and Plans

### Scope

A seamless City-wide system

All City development review processes

- Land use entitlement
- Public improvement permitting
- Building permitting

Relevant City departments and outside agencies

### Outcomes

- Streamlining of development review processes
- Technology improvements to track development projects
- Approved recommendations
- Strategic Plan
- Action Plan
  - Timelines
  - Accountability
  - Resources (staff, tools, etc.)
- Implementation oversight

# Status Update: Work Completed

Time Line: January-February

## A. Evaluation and Research

- 5 City Kick-offs
- 80+ Interviews with City Officials and External Agencies
- External Stakeholders' Input
  - 5 Industry focus groups – 135 participants
  - 4 Community forums – 94 participants
- Top 43 Processes Flowcharted – 12 departments
- 146 Best Practices Identified
- 100+ Documents Reviewed
- 500+ Recommendations/Ideas to Date
- Development Reform Advisory Committee Input
- 169 Respondents with Ideas in Online Survey



# Status Update: Now

Time Line: March-June

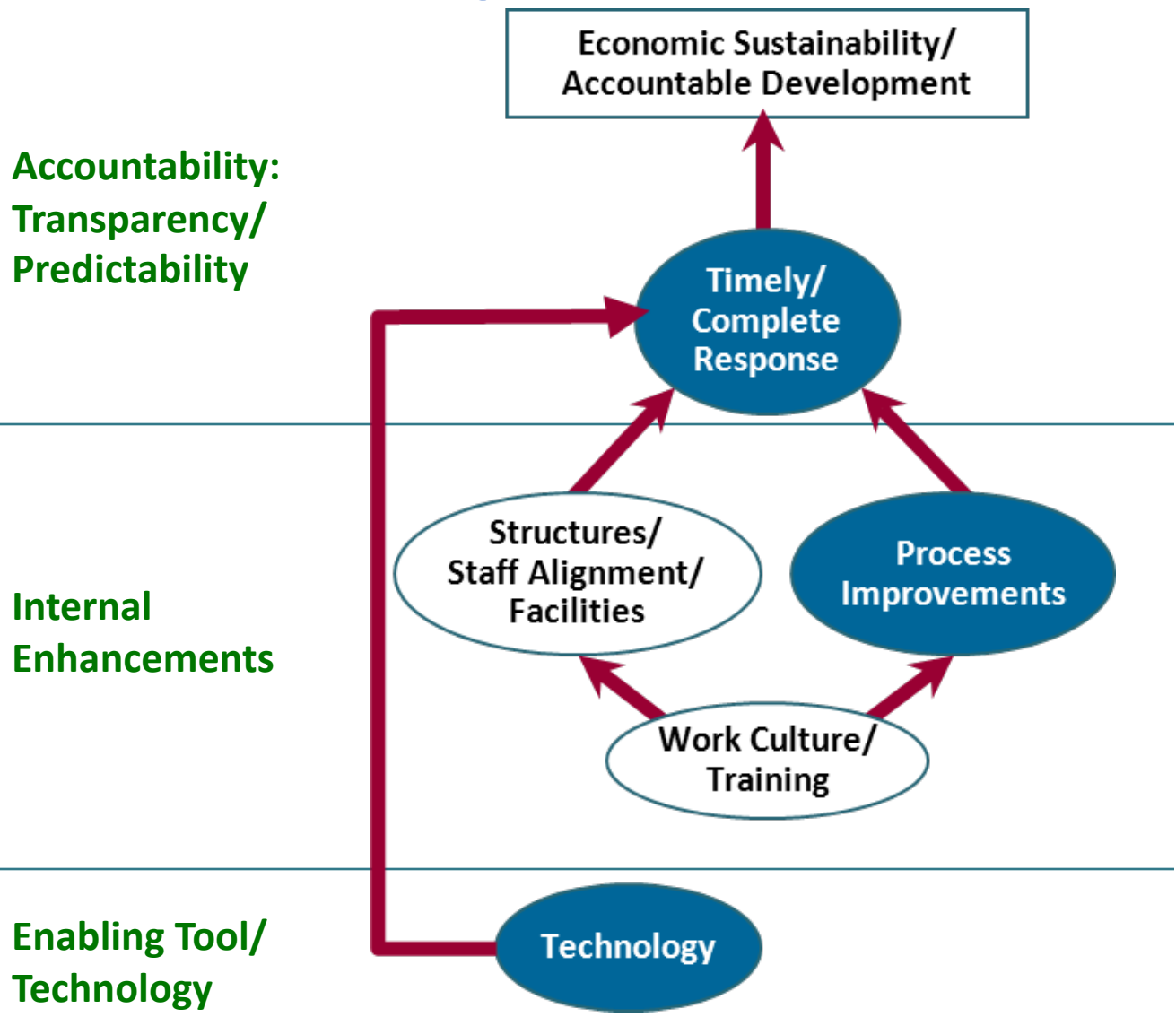
## A. Evaluation and Research

## B. Implementation Improvement Strategy and Plans

- 9 Implementation Improvement Teams
  - >100 City managers and employees
- Development Reform Advisory Committee (DRAC) input
- Steering Committee review – Office of the Mayor and 5 Department Heads
- Strategic Plan
  - Vision, Mission, and Values
  - 9 Strategic Priorities with Action Plans
  - Implementation Plan



# Initial Project Scope/Focus



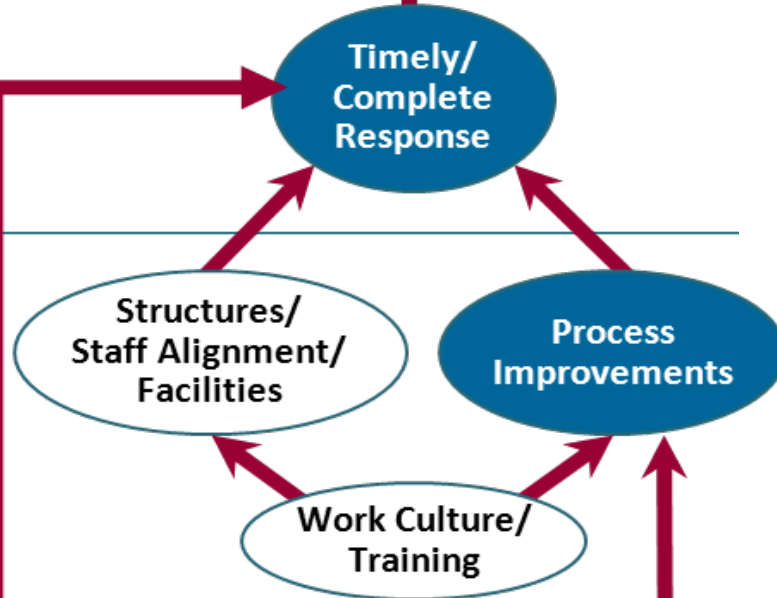
**Vision of Our Communities**

**World Class City/  
Quality of Life**

**Accountability:  
Transparency/  
Predictability**

**Economic Sustainability/  
Accountable Development**

**Internal  
Enhancements**



**Enabling Tool/  
Technology**

**Technology**

**Fiscal Viability**

**Technology Investments**

**Fees**



# Vision



- Los Angeles should be the best place to live, work, and visit.
  - To assist in achieving this vision, we will be leaders in effective land use and development and deliver world class and cost-effective services.

# Mission

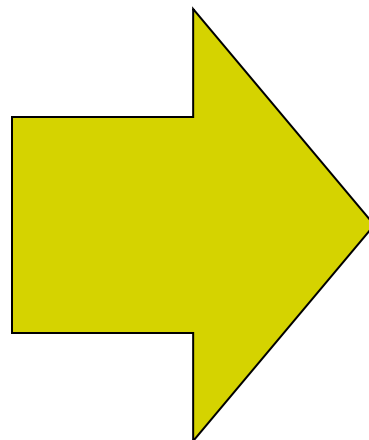
- To develop a City-wide, development review process for the City of Los Angeles that is transparent, predictable, and efficient.
  - Enforce code compliance to protect lives and safety
  - Create distinctive, sustainable communities
  - Enhance our communities through responsive and effective planning, building, engineering, and Development Services



# Values

- Shift from individualistic Departmental focuses to a City-wide system for Development Services, and accountable to:
  - Development community
  - Our residents

- We will:
  - PLAN smart
  - WORK smart
  - DELIVER smart...to build a better LA



**S**eamless  
**M**ake it Happen!  
**A**ccountable/Transparent  
**R**esponsive/Responsible  
**T**eamwork



# Efforts to Date

Among the many efforts to date:

- Development Services Case Management – July 2011
- City-wide BuildLA
- DBS's Parallel Design-Permitting Program (PDPP)
- DBS's Construction-Inspection Partnership Program
- DBS's Restaurant and Hospitality Express Program
- DBS's Performance Enhancement Program (PEP)
- DCP's Zone Code Simplification (in progress)
- DCP's Blueprint 2010-11
- DWP's Service Planning – “Get Connected” Project



# Improvement Ideas Shaped as Action Plans

- Implementation Improvement Teams (IITs) – City management/staff
  1. City and Community Planning
  2. Policies, Procedures, and Codes
  3. CEQA
  4. Communications and Public Outreach
  5. Process improvements
  6. Customer/Users Services and Work Culture
  7. Organization, Staffing, and Facilities
  8. Technology
  9. Finance



*Between 3 and 24 participants on a given IIT – important for building buy-in and commitment to change and implementation.*

# Action Plans Time Line

- Short Term = to be completed by June 30, 2012
- Near Term = to be completed by June 30, 2013
- Long Term = to be completed by June 30, 2014 or thereafter
- On-going = once implemented, should be sustained and continually improved



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**Internal  
Enhancements**

Timely/  
Complete  
Response

Structures/  
Staff Alignment/  
Facilities

Process  
Improvements

Work Culture/  
Training

**Enabling Tool/  
Technology**

Technology

**Fiscal Viability**

Technology  
Investments

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# Our Communities



**Focus:** LA the best place to live, work, and visit

- **Action Plan 1.0: World Class City** – LA Quality of Life: Community Planning
  - 1.1 “Crossing the Finish Line”
    - Hollywood Community Plan
    - Six Other Community Plans to be Completed
  - 1.2 “Shaping the City”
    - Strategies to Update the General Plan Elements and Community Plans



# Inter-Departmental Resolution

**Focus:** Predictability and Timely Resolution

- **Action Plan 2.0: Policies and Procedures**
  - 2.1 Land Development Committee
  - 2.2 Application Requirements to Identify Necessary Entitlement Actions
    - BOE Form
    - Zoning Pre-Check

# Making Development Services More Seamless, Predictable, and Transparent City-wide



Resolution of Conflicting Conditions Across City Departments/Bureaus

Expertise Available to Resolve Issues



Consistency Between DBS and DCP Regarding Permits When Application is Filed

Pre-Application Alert Regarding Street-side Issues



# Zoning Codes

**Focus:** Economic Development and Accountable Development

- **Action Plan 3.0: Zoning Code Reform**
  - 3.1 Zoning Code Simplification
  - 3.2 Zoning Code Manual and Communications
  - 3.3 Comprehensive Zoning Code Reform





# CEQA

**Focus:** Economic Development and Accountable Development

- **Action Plan 4.0: CEQA**
  - 4.1 Update City of Los Angeles CEQA Guidelines for Categorical Exemptions
  - 4.2 Update Environmental Thresholds
  - 4.3 Review, Revise, and Streamline Environmental Review Processes and Procedures
  - 4.4 Training Program
  - 4.5 Analysis of the Feasibility of Developing a Framework for Comprehensive Programmatic EIR Analysis for Community Plans

# Communication/Public Outreach

**Focus:** Economic Development and Accountable Development

- **Action Plan 5.0: Development Reform Outreach**
  - 5.1 Develop the Public Information Function Across the Development Process
  - 5.2 Educate Stakeholders about Input Opportunities
  - 5.3 Implement a Commissioner Training Program
  - 5.4 Comprehensive Development Process Website  
[Discussed later under Technology and BuildLA – Shared Portal]

# Development Services Processes

**Focus:** Timely Turnaround

## Action Plan 6.0: Process Improvements

- Performance Measurement:
  - Backlogs
  - Inter-Departmental Handoffs
  - Measurement Monitoring Systems
- Building Process Roadmaps
- Improving Application Forms and Case Files
- Improving Report Production for Quicker Turnaround
- Letters of Decision (LODs)
- Reducing the Customer as the Courier
- Eliminating Paper Intensive Processes
- B-Permits
- Possibly U-Permits by DWP

# Customer Service

**Focus:** Accountable Development

- **Action Plan 7.0: Customer Service-Oriented Work Culture**
  - 7.1 Development Services Case Management
  - 7.1 Customer Service: Staffing, Training, and Standards
  - 7.2 Work Culture - Morale
  - 7.3 Organization, Staffing, Facilities

# Technology

- **Action Plan 8.0: Enabling Tool – Technology**
  - 8.1 Technology
  - 8.2 BuildLA
    - Enterprise Service Bus
    - Citywide Portal for Development Services
    - Permit and Entitlement Services
    - Electronic Submission



# Financial

- **Action Plan 9.0: Finance**
  - 9.1 Full Cost Recovery
  - 9.2 Payment Simplification/Single Cashier



**Vision of Our Communities**

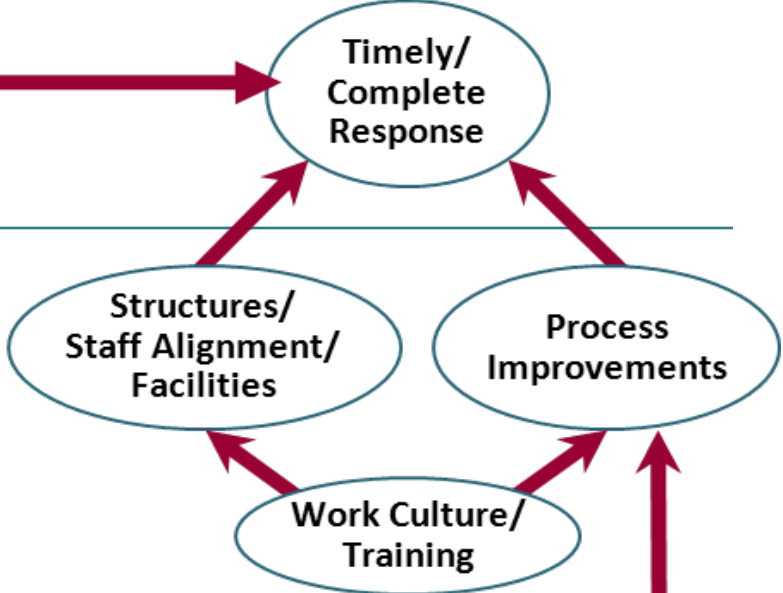
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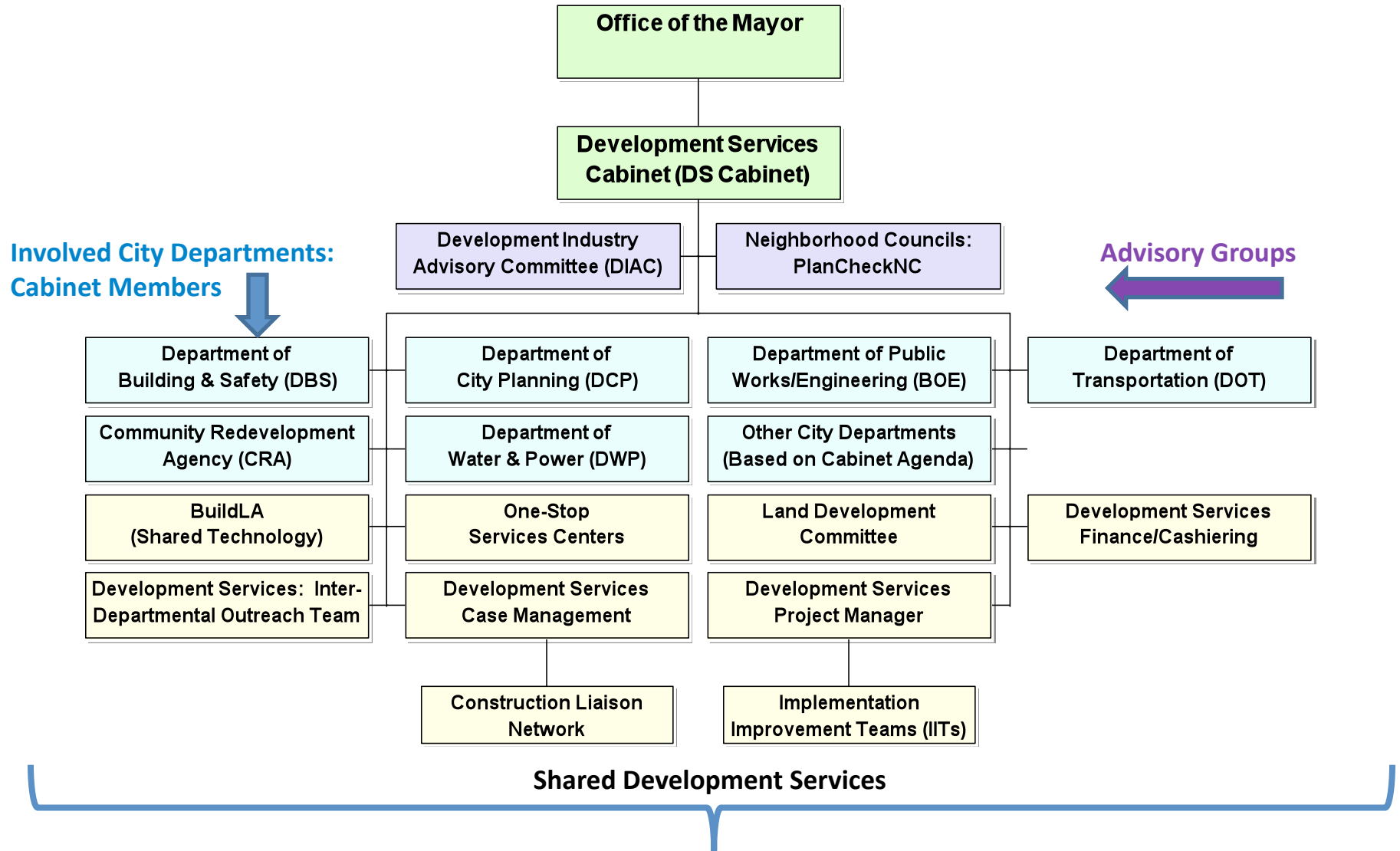
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# Development Services Collaborative





# Implementation Plan

- Development Services Cabinet – formerly the Steering Committee
  - Membership
    - Office of the Mayor
    - DBS, DCP, BOE, CRA, and DOT
    - Other Departments Invited Based on Agenda
  - Monthly reviews of Action Plans
  - Semi-annual inclusion of CLA and CAO
  - Annual updates of Action Plans
- Development Industry Advisory Committee (DIAC)
- Community Neighborhood Councils via PlanCheckNC
- City Council Planning & Land Use Management (PLUM) Committee

# Time Line for Project Conclusion

Draft Strategic Plan Discussions		June 2011			
Development Reform Advisory Committee	Week 1	June 1			
City Council Planning Deputies		Week 2		June 8	
Senior Management of DBS, DCP, and BOE		Week 2		June 9	
Other City Departments involved		Week 2		June 9	
PLUM			Week 3		June 14
External stakeholders: PlanCheckNC			Week 3		June 11, 10a-12
External stakeholders: Industry			Week 3		June 16, 9-11a
Steering Committee Feedback on Action Plans			Week 3		
Incorporate feedback	Week 1	Week 2	Week 3*	Week 4	
Finalize Strategic Plan with Action Plans					Week 4

**\*Need feedback by June 22<sup>nd</sup> – prior to finalization of Strategic Plan on July 1<sup>st</sup>**

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