

Opportunities to Improve Development Services

Los Angeles, California



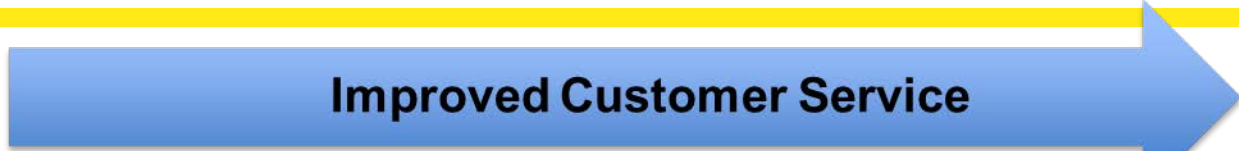
matrix#
consulting group

Process for Development of the Report

- ◆ Interviewed over 120 City staff within development services.
- ◆ Met with the Offices of the Mayor and the Council.
- ◆ Met with the Neighborhood Councils to elicit their concerns.
- ◆ Conducted focus groups with over 120 external stakeholders.
- ◆ Developed an “as-is” description of development services.
- ◆ Developed three drafts of the report.
- ◆ The final report contains 329 separate recommendations grouped into 14 chapters.



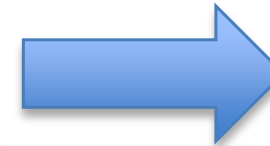
What Does Success Look Like?



Silo Based Services



Co-Located Services



Integrated and Seamless Services

Multiple Locations and Permitting	Key Department Adjacencies	Reorganization with Separate Discipline Counters	One-Stop and Expanded Coordination	Service-Based and Project Oriented Processing
Several physical customer stops	Less physical service locations	Multiple disciplines under a single General Manager	Most or all departments co-located for the customer	Management accountability and monitoring of system performance
Multiple permits issued by multiple departments with no clear entry point into the process	Some outlying bureaus and departments such as Department of Water and Power	Multiple counters by discipline (e.g., Building and Safety, Planning, Engineering, etc.)	Use of case managers as single point of contact for the customer	Critical staff in one place for walk-in customers
Customer on their own to solve interdepartmental disputes and manage the process	Improved coordination and communication	Improved coordination and problem solving	Improved coordination on individual applications, but still sequential handoffs	Seamless project processing using a parallel process
	Fragmented technology tools	More common technology tools	Common technology tools (e.g., BuildLA)	Single point of contact with issue resolution authority
				Assigned project team members
				Performance measurement program for accountability



Eleven Themes for Improvement of Development Services

- ◆ Measured Performance
- ◆ Managing Workload Demands
- ◆ Organizational Structure
- ◆ Process Ownership
- ◆ Business Processes
- ◆ Resource Management
- ◆ Physical Space
- ◆ Work Culture
- ◆ Regulatory Framework
- ◆ Technology
- ◆ Fee Structure



Measured Performance & Managing Workload Demands

- ◆ The City needs to embed the transformation through metrics.
- ◆ The City should measure the development review process in its entirety and remove unnecessary bottlenecks.
- ◆ The City should use a combination of permanent staffing, as-needed staffing, overtime, and process streamlining to meet current workload demands.
- ◆ All of the departments delivering development services should, whenever feasible, utilize a mixture of overtime and professional services agreements to manage peak workload demands.



Organizational Structure & Process Ownership

- ◆ The City should designate responsibility for management of the discretionary review process, the building permit process, and the engineering (public improvement) permit process. Through Memorandums of Agreements, the designated General Managers should have the authority to:
 - Design and redesign the process;
 - Manage these processes across departmental boundaries;
 - Develop metrics and use measurement systems to assess the success of these processes in serving the customer; and
 - Utilize case managers to manage permit processing and discretionary review on behalf of the applicant.



Business Processes & Resource Management

- ◆ The Department of Building and Safety should be held accountable for streamlining the building permit processes.
- ◆ The Department of City Planning should be held accountable for streamlining the discretionary review process.
- ◆ The Department of Public Works, Bureau of Engineering should be held accountable for streamlining the public right-of-way construction permit processes.
- ◆ The City should consolidate the revenues and expenditures of the City's various development service activities into a single fund administered by a single department.



Physical Space & Work Culture

- ◆ The City should co-locate development services in the Metro, Van Nuys, and West LA One-Stop Centers.
- ◆ The City should conduct a feasibility study on establishing One-Stop Centers in South Los Angeles and San Pedro.
- ◆ The City should facilitate the following work culture changes:
 - ➔ Cultural assessment of the different departments;
 - ➔ Training of executives, middle-managers, and first-line supervisors; and
 - ➔ Working with inter-departmental teams of employees to implement the recommendations and other changes in development services.



Regulatory Framework & Technology

- ◆ The City should continue the comprehensive update of the current 1946 Zoning Code dubbed re:code LA.
- ◆ The City should enhance its administration of CEQA.
- ◆ The City should enhance the enforcement of its zoning regulations.
- ◆ BuildLA is critical to improving development service.
 - ➔ The City should integrate the different permitting information systems in the departments early in the BuildLA process.
 - ➔ The City should deploy electronic building permit plan checking early in the BuildLA process.



Fee Structure

- ◆ The City should review existing and potential development services fees to ensure that the fees levied support the full cost of operations for which fees are charged.
- ◆ If fees are not set at 100 percent full cost recovery, then the City should increase the fee schedules to 100 percent full cost recovery or the Mayor and Council should specifically recognize the subsidy and take action to appropriate the necessary funds to subsidize the fee for service.



Next Steps

- ◆ The recommendations included in the joint report are the first of many necessary to facilitate the streamlining of the development services processes.
- ◆ It is important to implement the recommendations that are most feasible now and to continue implementation of the more challenging recommendations over the next few years.
- ◆ The implementation of recommendations will require an ongoing process to organize and manage the associated work. The City should rely on the existing working group structure to perform this work.
- ◆ Departments shall report back to the appropriate policy committees when additional recommendations are ready for consideration.

