

REPORT FROM

## OFFICE OF THE CITY ADMINISTRATIVE OFFICER

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Date: August 20, 2014

CAO File No. 0220-04851-0006

Council File No. 13-0046

Council District: All

To: The Mayor  
The Council

From: Miguel A. Santana, City Administrative Officer



Reference: Council adopted quarterly report backs under Council File No. 13-0046 on April 2, 2014

Subject: **DEVELOPMENT SERVICES REFORM INITIATIVE – STATUS REPORT TWO**

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### SUMMARY

On January 28, 2014, the Matrix Consulting Group (Consultant) delivered their analysis of the City's opportunities to improve development services functions. The Consultant's report included 329 separate recommendations. On April 2, 2014, the Council adopted a Planning and Land Use Management Committee (PLUM) Report (C.F. 13-0046) which identified additional tasks to be performed by the Consultant; the Mayor and Council instructed our Office to: 1) amend the City's contract with the Consultant (Contract) to include additional monitoring and implementation tasks; 2) report back to PLUM on progress made by departments relative to all actions taken by the Council and the Mayor relative to the development services reform initiative; and 3) allocate contingency monies and extend the length of Contract accordingly.

On June 3, 2014, our Office executed a supplemental agreement with the Consultant utilizing \$50,986 of the \$51,000 in contingency monies our Office received as part of the 2013-14 Adopted Budget to manage the Consultant's contract and extended the term to September 15, 2014. PLUM instructed our Office to identify a funding source to extend the Consultant's services through June 30, 2015. Our Office recommends utilizing \$117,660 from the Construction Services Trust Fund (Fund No. 438) to fund the supplemental agreement with the Consultant to continue facilitating the implementation of the City's Development Services Reform Initiative (Initiative) through June 30, 2015.

This report reflects some of the actions taken by the City since April 2, 2014 relative to the Initiative, including budget proposals included in the Fiscal Year (FY) 2014-15 Adopted Budget, the status of the Development Services Reform Implementation Plan, colocation of development services functions to establish fully functional Development Services Centers (DSC), establishing a universal cashiering system and Development Services Trust Fund, technology, new and updated fees, Memorandums of Agreement (MOA) to improve the consistency, efficiency, and effectiveness of service delivery to constituents, and other tasks the City and the Consultant are engaged in.

A minimum of three additional status reports will be submitted to PLUM through June 30, 2015 to continue the implementation of the Initiative.

## RECOMMENDATIONS

That the Mayor and Council:

1. Approve funding in the amount of \$117,660 from the Construction Services Trust Fund 438/50 for the Office of the City Administrative Officer (CAO) to fund the supplemental agreement with Matrix Consulting Group, Inc. to facilitate the implementation of the City's Development Reform Initiative through June 30, 2015;
2. Request the City Attorney to draft the necessary ordinance(s) to effectuate the recommended development services fees for the Department of Transportation contained in Attachment 2 of this report;
3. Request the City Attorney to draft the necessary ordinance(s) to effectuate the recommended fees for the Department of City Planning and Department of Building and Safety contained in this report for the pro-active Condition Compliance Monitoring and Verification Program;
4. Instruct the Department of City Planning (DCP) to incorporate the California Environmental Quality Act (CEQA) Mitigation Monitoring fee study into DCP comprehensive fee study;
5. Request the City Attorney to postpone drafting the necessary ordinance changes to effectuate the CEQA Mitigation Monitoring fee until DCP has completed their comprehensive fee study;
6. Instruct the Department of Public Works, Bureau of Engineering (BOE) and the DBS to report back in 60 days on the feasibility of DBS providing cashing and accounting services on behalf of BOE for development related activities;
7. Instruct the CAO to report back in 60 days on the feasibility of establishing a special fund for the collection of development services related fees for the BOE and Fire Department;
8. Instruct the CAO, with the assistance of the affected Departments, the Department of General Services (GSD), and the Consultant, to report back in 60 days to the Municipal Facilities Committee with a plan to co-locate development services in the three existing Development Services Centers: Metro, Van Nuys, and West LA;
9. Instruct the CAO, with the assistance of the City Attorney and affected Departments, to review existing surcharges applied to development fees and, if necessary, recommend modifications to existing surcharges or new surcharges to ensure sufficient funding is available to pay for special purpose activities;
10. Request the City Attorney to draft the necessary ordinance changes to clean up the language in the Construction Services Trust Fund ordinance and, if necessary, update surcharges to ensure sufficient funding is available to pay for the one-time costs associated with the BuildLA project; and,

11. Authorize the CAO, or designee, to prepare Controller instructions and/or make any necessary technical adjustments consistent with the Council action on this matter and authorize the Controller to implement those instructions.

## **FISCAL IMPACT STATEMENT**

There is no General Fund impact. The source of funds is the Construction Services Trust Fund, which has sufficient funds to finance this eligible request. This expenditure complies with the City's Financial Policies in that collected surcharges on Construction Service Center transactions will be used to support this expenditure associated with the Construction Service Centers.

The proposed fee increases and new fees have the potential to increase permit revenues to the level of full cost recovery, as directed during the Fiscal Year 2014/15 budget hearings. It is estimated that the proposed fees will result in the Department's achieving full cost recovery for the services provided to private developers, reducing future burden on the General Fund.

## **Attachments**

- 1 Summary of Department Responses to Matrix Consulting Group's Analysis of the Opportunities to Improve Development Services in Los Angeles Report
- 2 Exhibit A – Draft Updated Ordinance No. 180542 – Department of Transportation Traffic Study Review, Condition Clearance, and Permit Issuance Fees

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## FINDINGS

### 1. Consultant's Analysis of the Opportunities to Improve Development Services in the City of Los Angeles Report and Current Activities

The Consultant's report included 329 recommendations to improve the delivery of development services in the City. Each Department involved in the Consultant's study submitted an agree/disagree matrix (Attachment 1) for the recommendations that their Department was identified as the lead agency. At this time, there is agreement with 69 percent and disagreement with 12 percent of the recommendations. The remaining 19 percent require additional study by the Departments and the Consultant. Each Department will now prepare an implementation plan for the recommendations they have agreed to. Upon completion, these departmental implementation plans will be integrated into a single document and presented to PLUM. As adopted, this plan will become the City's official Development Services Reform Implementation Plan. Relevant recommendations from the 2011 KH Consulting Group study of development services which have not been implemented will also be incorporated into the plan.

The Consultant is currently working with Departments on the following tasks:

- Staffing analysis of the Department of Public Works (DPW), Bureau of Engineering (BOE) and Department of Transportation (DOT) services programs including B-permits
- Consolidated cashing and accounting plan
- Development Services Trust Fund plan
- Memorandums of Agreement (MOA)
  - Zoning compliance plan check between the Department of City Planning (DCP) and Department of Building and Safety (DBS)
  - Universal cashing between DBS and BOE
- E-plan check
- California Environmental Quality Act (CEQA) Mitigation Monitoring Fee

Our Office will report back on these activities in future status reports.

### 2. Fiscal Year 2014-15 Adopted Budget

The Mayor and Council adopted a budget which added over \$17 million and 150 positions to City Departments to support the Initiative. The following are a sample of the budget proposals included in the FY 2014-15 Adopted Budget:

#### Bureau of Engineering (BOE)

- Support for Plan Check Activities – Funding and position authority are provided for public counter plan checking support.

#### Department of Building and Safety (DBS)

- e-Plan Check Services – Funding and position authority are provided to implement e-Plan system which will allow customers to submit plans electronically.



- Parallel Design Permitting Process – Funding and position authority are provided to expand the Parallel Design Permitting Process to include projects valued between \$5 million and \$10 million which represent 70 percent of the projects submitted annually for plan check. This program assists the developers of mid-sized projects by allowing the design process and the permitting process to move forward concurrently.
- Development Case Management Services – Funding and position authority are provided to expand preliminary plan review and development case management services at the Valley and West Los Angeles DSCs.
- New Construction Inspection Services – Funding and position authority are provided to improve response times for inspections.
- Inspection Case Management Services – Funding and position authority are provided to provide inspection case management services to projects valued over \$5 million and to collaborate on interdisciplinary challenges such as construction timelines and overlapping inspection disciplines.
- Residential and Commercial Complaint Services – Funding and position authority are provided for code enforcement services and to reduce response time to customer complaints from 25 to 14 business days. Additional funding is provided for intermittent staff to address the existing backlog of 13,100 cases.
- Express Permits and Records Cashiering Services – Funding and position authority are provided to enhance cashiering services at the Metro DSC and reduce customer wait times for cashiers.

#### Department of City Planning (DCP)

- Construction Service Center Operations – Funding and position authority are provided to address workload demands in entitlement review and building permit clearance.
- Urban Design Studio – Funding and position authority are provided for full-time support of the Urban Design Studio to provide design guidance, training, and educational guidance to enhance the image of the City and set clear expectations for the quality of development within the City.
- Neighborhood Conservation Program – Funding and position authority are provided to support the Neighborhood Conservation Program.
- Expedited Processing Section – Funding and position authority are provided to staff the Expedited Processing Section in the Valley DSC, meet increased workload demands, and provide geographically based services to the Valley.
- Neighborhood Projects – Funding and position authority are provided for services related to the review and analysis of density bonuses and affordable housing projects.

### Collaborative Programs

- Zoning Review Pilot – DBS and DCP – Funding and position authority are provided to pilot a new zoning review program designed to improve customer service by streamlining permitting and zoning plan check activities.
- Conditional Use Permit Monitoring Program – DBS and DCP – Funding and position authority are provided to support inspection services for a new Proactive Conditional Use Permit Monitoring and Enforcement Program.

### **3. Colocation of Development Services Functions at Development Services Centers**

Our Office, with the assistance of the impacted Departments and the Consultant, are working on a plan to expand services at the existing DSCs, also known as One-Stop Permit Centers or Construction Service Centers. Based on our analysis, the Valley DSC is the closest to becoming fully functional and only requires the addition of Fire personnel. The West Los Angeles and Metro DSCs both require Department of Transportation (DOT) and DCP personnel. The City has sufficient space to accommodate DOT and DCP staff at the West Los Angeles DSC and space is available on the fifth floor of 201 Tower of the Metro DSC to accommodate DOT and DCP staff, as well as, an expansion of DBS services. Our Office, with the assistance of the affected Departments are in the process of developing a report for the Municipal Facilities Committee (MFC) to consider for co-locating development services in the Metro, Van Nuys, and West LA DSCs.

### **4. Universal Cashiering Services and Development Services Trust Fund**

Our Office, with the assistance of the impacted Departments, Hewlett-Packard (HP), and the Consultant, are doing an analysis to integrate the cashiering systems utilized by BOE and DBS. DBS handles cashiering for most development services activities. However, BOE is one department that manages its own cashiering. By transitioning this responsibility to DBS, it is anticipated that BOE will see an increase in output from engineers who currently provide cashiering services on a part-time basis. HP will submit a statement of work to do the requirements, analysis, and design phase. When this is completed, HP will submit another statement of work for the development, integration, and implementation phase. These will be presented to both BOE and DBS for approval. Transferring the cashiering function from BOE to DBS will also enable DBS to provide accounting services to BOE for development related activities which will provide relief to the under-staffed DPW Accounting Section.

Our Office recommends establishing a Development Services Trust Fund for the development services General Fund receipts currently collected for activities provided by the Fire Department (Fire), DOT, and BOE. This new Fund would be administered by DBS on behalf of the three departments since DBS also provides or will provide the cashiering services to all three Departments. Each Department would receive an appropriation from the Fund as part of the annual budget process to fund the positions supporting Fund activities. As an additional benefit, the associated positions would no longer be considered General Fund positions which will enable the respective General Managers to quickly backfill vacant positions to meet workload demands since the positions would be considered Special Funded. A comprehensive plan will be submitted by our Office to PLUM in 60 days for further consideration.

## **5. Technology**

The MFC recently approved the expansion of the DBS Data Center. DBS has experienced downtime with their existing computer servers resulting in decreased customer service, delayed revenue collection, and slower project cycle times. The expanded Data Center will provide an effective infrastructure and help the Department better predict and manage its systems through simpler operating environments and better information management. Over time, this will translate into decreased costs as well as better efficiency for the information technology environment.

The City is in the final phase of the BuildLA proposal review process. BuildLA is a web-enabled technology platform that will be used by multiple City departments to receive, assign, review, process, manage, and track all customer requests for services relating to the use and development of land. As envisioned, the BuildLA system will include an interactive customer web portal, a workflow management platform, electronic plan review capabilities, a supporting database, and integration or data sharing with several existing City systems. In anticipation of a staff recommendation to award a contract, our Office should begin working with the Office of the City Attorney (City Attorney) to clean-up the language in the Construction Services Trust Fund ordinance, as well as, review the systems development surcharges applied to development fees to ensure sufficient funding is available to pay for the one-time and on-going costs of the BuildLA project. The completion of the BuildLA permit, inspection, and enforcement system, will require three to four years. The creation of a more efficient, transparent, and predictable development system depends heavily on the application of this technology.

## **6. Updated Transportation Fees**

The DOT's Development Services Division includes three main development review offices (Metro, Valley and West Los Angeles) providing several fee based and non-fee services. These services include building permit review and signoff, site plan and driveway plan review, project condition clearance, site access and circulation consultation, investigation of street vacation requests, and the review of traffic impact studies and environmental impact reports which often involve the design and evaluation of mitigations. As private development projects are proposed at specific sites, DOT staff assesses the traffic, parking and circulation impacts associated with the project and recommends the appropriate mitigations to off-set these impacts. City Council adopted Ordinance No. 180542, effective March 28, 2009, (C.F. 08-2268) adding specific fees for traffic study review, condition clearance, permit issuance and other development review related items to LAMC Section 19.15.

Since the adoption of Ordinance No. 180542, DOT has implemented several process improvements aimed at streamlining transportation-related development review services. Working with representatives from the Building Industry Association, DOT has identified clarifications needed in the ordinance relative to the collection of certain fees. Through the Development Reform Initiative, other key transportation-related review services that are not currently listed in the Ordinance have been identified for cost recovery. For these reasons, Our Office and DOT recommend that LAMC Section 19.15 be updated to reflect these necessary changes. Attachment 2 includes a draft of the revised ordinance with updated services and fees.



This draft ordinance, which is subject to review and final preparation by the City Attorney's Office, includes the following key updates and revisions:

A. Elimination of Fees for Redundant Services – The current ordinance and LAMC Section 19.15 includes fees for the processing of Initial Site Assessment Forms and for Site Plan Reviews, which are similar tasks requiring similar processing times.

B. Reduction of Fees – DOT has monitored the costs and associated staff time to process each task. After implementing recent internal process improvements, the process times needed to complete the Dedication and Widening Waiver requests and Street Vacation Requests have been reduced since adoption of the current ordinance.

C. New Fees – DOT processes six key development review tasks for which fees are not currently collected. To move closer to full cost recovery for services rendered, as recommended in the Development Services Reform report, our Office recommends that the revised ordinance include fees to process the following tasks:

- DOT Referral Form;
- Haul Route Review;
- Master Plan / Complex Circulation Reviews;
- Revocable Permits;
- TDM Compliance / Trip Monitoring Annual Reports;
- Technical Study Reviews;
- Worksite Traffic Control Plan Review (non B-permit).

D. Updated Fees and Surcharge – The new fees for the processes described above were calculated based on existing process times and staff salaries. All of the current fees were updated to also reflect current process times and staff salaries. Additionally, consistent with the fees charged by other development review departments, our Office recommends that the fees be adjusted to increase the surcharge from 2 percent to 5 percent. This surcharge would be deposited into a DOT-controlled fund (Fund No. 50Y) dedicated exclusively for expenditures related to equipment, software, manuals and training for staff in DOT's Development Services Division.

E. Expedited Services – DOT does not currently offer expedited review services, which many applicants have expressed interest in utilizing if offered. Providing expedited services would allow applicants to pay a higher review fee to allow DOT staff to work overtime to complete the review of a traffic study or to complete the review of mitigation design plans. The processing of a traffic impact study is the DOT review task that requires the most time to complete. DOT currently reviews traffic studies on a "first-submitted-first-reviewed" basis. Many factors can affect the review time, such as the size and location of the project, complexity of the analysis, number of significant impacts, availability of feasible mitigation measures, case workload, etc. Providing expedited services in processing traffic studies or mitigation plans affords applicants with an optional service for faster review times, which can be particularly beneficial during times of peak workloads for DOT. If DOT's Development Services Division is faced with such a situation and overtime hours are not an option, then the expedited review fee may be utilized to procure an outside firm from DOT's pre-screened list of consultants to conduct the review of a traffic study.



## **7. Conditional Use Compliance and Monitoring Fee**

The DCP established the Condition Compliance Unit (CCU) in February 2013 to implement its Monitoring and Verification Program (MVP) through the tracking and monitoring of conditional use approvals. Currently, MVP is limited to conditional use approvals related to alcohol sales and adult entertainment to ensure that these entitlements are properly and timely utilized and that these establishments have the appropriate life-safety and accessibility approvals from the City prior to beginning the conditionally approved use. This program also involves notification to operators with term-limited grants, when their grants are about to expire or have expired as time and staffing permit.

The Mayor and Council through the FY 2014-15 Adopted Budget expanded this program to include DBS to provide field inspections and ascertain compliance throughout the term of the grant. DCP's CCU will directly interface with DBS's Code Enforcement Bureau (CEB) to monitor compliance with Conditional Use Permits and Plan Approvals. Funding for these activities is provided by the Planning Case Processing Fund. The five primary services to be provided are:

- A. Monitoring of Conditional Use Approvals (New cases and renewal cases)
  - 1. Pre-application Submittal Review
  - 2. Clearance of Conditions
  - 3. Tracking of Conditional Use Approvals
    - a. Effectuation
    - b. Utilization
    - c. Condition Review
    - d. Expiration
  - 4. Letter Preparation and Follow Up
- B. Functions Prior to Permit Issuance
  - 1. Field Inspection Prior to Permit Issuance
  - 2. Documentation
  - 3. Case Maintenance
- C. Monitoring and Verification of Conditional Use Approvals Post Permit Issuance
  - 1. Case Referrals
  - 2. Field Inspection, Monitoring, and Verification Post Permit Issuance
  - 3. Inspection Review & Documentation
  - 4. Case Maintenance
- D. Tracking and Monitoring
  - 1. Verification of the Operational Status of Expired Grants
  - 2. Verification of the Compliance and Operational Status of Nearly Expired Grants
  - 3. Verification of the Compliance of Active Grants
- E. Investigation, Verification and Research of Condition Compliance Complaints

The costs for the processes described were calculated based on existing process times for existing functions and projected process times for new functions based on processing times for similar functions within both Departments and are illustrated in the table below. The fully burdened cost to DCP for providing MVP services is \$3,374 which consists of: 1) \$1,652 in salaries and overtime, 2) \$389 in administrative and support costs, 3) \$334 in compensated time off, 4) \$497 for fringe benefits, and 5) \$502 for Citywide central services. The fully burdened cost to DBS for providing MVP services is \$746 which consists of: 1) \$379 in salaries, 2) \$45 in expenses (primarily mileage), 3) \$57 in administrative and support costs, 4) \$82 in compensated time off, 5) \$149 for fringe benefits, and 5) \$34 for Citywide central services. To fully implement MVP, fees totaling \$4,120 (\$3,374 for DCP and \$746 for DBS) will need to be adopted by the Mayor and Council. Our Office, DCP, and DBS are working with the City Attorney on an ordinance to effectuate the fees. DCP currently collects \$2,088 in fees related to the conditional use clearance process, so the additional cost of providing the monitoring and inspection services to the applicant would be \$2,032. These fees should continue to be deposited to the Planning Case Processing Fund (Fund No. 52D).

Table 1. Fully Burdened Cost of Condition Compliance Monitoring and Verification Services

CCU Fee for DCP Services				FUNDING FOR DEPARTMENT				GF REIMBURSEMENT		TOTAL
				CAP 35		24.36%	20.93%	31.10%	31.47%	
CLASS CODE	CLASS TITLE	HOURLY RATE	HOURS PER CASE	SALARY	EXPENSE	ADMIN & SUPP	CTO	FRINGE	CENTRAL SERVICES	
7947	Sr. City Planner	\$ 56.32	3.584	\$ 201.85	\$ -	\$ 49.17	\$ 42.25	\$ 62.78	\$ 63.52	\$ 419.57
7944	City Planner	\$ 47.84	7.755	\$ 371.00	\$ -	\$ 90.38	\$ 77.65	\$115.38	\$ 116.75	\$ 771.16
7941	City Planning Associate	\$ 40.61	17.668	\$ 717.52	\$ -	\$174.79	\$150.18	\$223.15	\$ 225.80	\$1,491.43
9184	Management Analyst II	\$ 38.47	3.581	\$ 137.76	\$ -	\$ 33.56	\$ 28.83	\$ 42.84	\$ 43.35	\$ 286.35
1368	Sr. Clerk Typist	\$ 28.56	3.257	\$ 93.02	\$ -	\$ 22.66	\$ 19.47	\$ 28.93	\$ 29.27	\$ 193.35
1358	Clerk Typist	\$ 23.13	3.257	\$ 75.33	\$ -	\$ 18.35	\$ 15.77	\$ 23.43	\$ 23.71	\$ 156.59
	22% Clerical Overtime			\$ 55.56	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55.56
				\$1,652.04	\$ -	\$388.90	\$334.14	\$496.51	\$ 502.41	\$3,374.00
				\$ 2,375.09				\$ 998.92		
CCU Fee for DBS Services				FUNDING FOR DEPARTMENT				GF REIMBURSEMENT		TOTAL
				CAP 35		15.06%	21.62%	39.33%	9.01%	
CLASS CODE	CLASS TITLE	HOURLY RATE	HOURS PER CASE	SALARY	EXPENSE	ADMIN & SUPP	CTO	FRINGE	CENTRAL SERVICES	
4251	Build Mech Ins.	\$ 40.79	7	\$ 285.53	\$ 15.00	\$ 43.00	\$ 61.73	\$112.30	\$ 25.73	\$ 543.29
4253	Sr. Build Mech Ins.	\$ 45.23	1	\$ 45.23	\$ 15.00	\$ 6.81	\$ 9.78	\$ 17.79	\$ 4.08	\$ 98.68
4226	Pr. Inspector	\$ 49.53	0.5	\$ 24.77	\$ 10.53	\$ 3.73	\$ 5.35	\$ 9.74	\$ 2.23	\$ 56.35
1358	Clerk Typist	\$ 23.13	1	\$ 23.13	\$ 4.88	\$ 3.48	\$ 5.00	\$ 9.10	\$ 2.08	\$ 47.68
				\$ 378.66	\$ 45.41	\$ 57.03	\$ 81.87	\$148.93	\$ 34.12	\$ 746.00
				\$ 562.96				\$ 183.04		

## 8. Memorandums of Agreement

The impacted Departments and the Consultant, with the assistance of our Office, are currently finalizing the following MOAs to improve the consistency, efficiency, and effectiveness of service delivery to constituents.

A. Building Permit Plan Check and Inspection MOAs: DBS and Fire: To improve the efficiency and effectiveness of building permit plan check service delivery by reducing redundant services for low risk building permit plan submittals, while maintaining the highest quality life safety within available resources. DBS will no longer route to Fire any "A" occupancy project if the occupant load is less than 100 (the previous limit was 50) or tenant improvements and exterior alterations in existing State Fire Marshall Fire Life Safety Projects that do not affect fire life safety.

B. Solar Photovoltaic Permitting and Inspection MOA: DBS and Fire: To improve the efficiency of solar photovoltaic permitting and inspection service delivery by Fire and DBS by streamlining the permitting and inspection services, while maintaining the highest quality life safety within available resources. DBS will enforce Fire's Fire Prevention Bureau (FPB) Requirement No. 96 on behalf of Fire for rooftop solar photovoltaic systems installed on one- and two- family and accessory structures. DBS will not refer or route these permit applications to the Fire Department for approval.

C. Condition Compliance Monitoring and Verification Program MOA: DCP and DBS: To ensure the efficient, effective, and responsive monitoring, inspection, and enforcement of the City's Zoning Code conditions of approval for alcoholic beverage, live and adult entertainment establishments by establishing a program that protects the health and safety of the City's residents and businesses, assuring compliance with the Zoning and Land Use Regulations, and combining the unique strengths of DCP and DBS.

As part of this program, DCP will:

1. Develop standard Zoning Code conditions of approval for discretionary approvals related to alcoholic beverage, live and adult entertainment establishments;
2. Consult with DBS regarding these standard Zoning Code conditions of approval regarding their enforceability;
3. Use these standard Zoning Code conditions of approval in granting discretionary approvals of alcoholic beverage, live and adult entertainment establishments; and,
4. Document and record the Zoning Code conditions of approval, including the date of expiration of the conditional use grant, for discretionary approvals related to alcoholic beverage, live and adult entertainment establishments in the Planning Case Tracking System (PCTS).



As part of this program, DBS will:

1. Conduct on-site inspections and enforce Zoning Code conditions of approval for discretionary approvals related to alcoholic beverage, live and adult entertainment establishments approved by DCP;
2. Conduct an initial on-site inspection to verify compliance with Zoning Code conditions of approval for discretionary approvals related to alcoholic beverage, live and adult entertainment establishments within six months after the beginning of operation of an alcoholic beverage, live and adult entertainment establishment;
3. Conduct a second on-site inspection of alcoholic beverage, live and adult entertainment establishments to verify compliance with Zoning Code conditions of approval six months prior to the expiration of the conditional use grant;
4. Conduct additional on-site inspections of alcoholic beverage, live and adult entertainment establishments operating under a conditional use grant to verify compliance with the Zoning Code conditions of approval when requested by DCP;
5. Notify the operator, owner and / or applicant of the establishments in a Notice to Correct and advise that DBS will re-inspect the premises within 30 calendar days if the on-site inspections of the alcoholic beverage, live and adult entertainment establishments find that the operation of the establishment is not in compliance with the Zoning Code conditions of approval. If the operator, owner and / or applicant fails to come into compliance with the Zoning Code conditions of approval within the time frame specified within the Notice to Correct, DBS will utilize the policies and procedures of the Code Enforcement Bureau to achieve compliance; and,
6. Document and record observations and findings of on-site inspections of alcoholic beverage, live and adult entertainment establishments regarding compliance with the Zoning Code conditions of approval in the PCTS and in the Plan Check and Inspection System. This will include the dates of the inspections, the results, and the status of compliance.

Rec.#	Recommendation	Page #	Department Accountability	Timing for Implementation	Department Response
<b>Chapter 1 - Introduction and Executive Summary</b>					
1	The analysis of the impact of the opportunities to improve development services should be distributed to the appropriate executives, managers and supervisors in the affected departments for review and input.	27	Office of the CAO	3 <sup>rd</sup> Qtr. CY 2014	Agree
2	The Office of the City Administrative Officer should review the proposed plan of implementation and the summary of recommendations in this report with these executives, managers and supervisors, modify the plan of implementation as appropriate, and submit the revised plan of implementation to the Office of the Mayor and the City Council.	27	Office of the CAO	3 <sup>rd</sup> Qtr. CY 2014	Agree
3	After acceptance of the report and the implementation plan by the Office of the Mayor and the City Council, a semi-annual status report outlining implementation progress should be provided to the Office of the Mayor and the City Council by the Office of the City Administrative Officer.	27	Office of the CAO	3 <sup>rd</sup> Qtr. CY 2014	Agree
<b>Chapter 4 - Analysis of the Development Reform Strategic Plan</b>					
4	The Office of the City Administrative Officer should be assigned responsibility for the reporting of the status of implementation of the recommendations within the <i>Development Reform Strategic Plan</i> to the Office of the Mayor and to the City Council every six months.	142	Office of the CAO	2 <sup>nd</sup> Qtr. CY 2014	Agree
5	The Office of the City Administrative Officer should prepare and submit the first status report on June 2, 2014.	142	Office of the CAO	2 <sup>nd</sup> Qtr. CY 2014	Agree
<b>Chapter 5 - Analysis of Development Services Technology</b>					
6	The Office of the City Administrative Officer should work with the Department of City Planning, Department of Transportation, Bureau of Engineering, Department of Building and Safety, and Fire Department to review the Use Cases as proposed in the Request for Proposals for <i>BuildLA</i> and ensure that the functional requirements are adequately defined before software development for <i>BuildLA</i> commences.	182	Office of the CAO	3 <sup>rd</sup> Qtr. CY 2014	Agree
7	The Office of the Mayor should continue to act as executive sponsor for <i>BuildLA</i> .	183	Office of the Mayor	3 <sup>rd</sup> Qtr. CY 2014	Agree
8	The Office of the City Administrative Officer should develop a formal, written governance agreement for <i>BuildLA</i> for the review and approval of the Office of the Mayor and each of the participating bureaus and departments.	185	Office of the CAO	3 <sup>rd</sup> Qtr. CY 2014	Agree
9	The Office of the Mayor, Department of City Planning, Department of Transportation, Bureau of Engineering, Department of Building and Safety, and Fire Department should adopt the formal, written governance agreement for <i>BuildLA</i> , as developed by the Office of the City Administrative Officer, after review and modification of the agreement as necessary.	185	Office of the Mayor	3 <sup>rd</sup> Qtr. CY 2014	Agree
10	The City of Los Angeles should select and dedicate a full-time project manager to <i>BuildLA</i> for the life of the project.	191	Office of the Mayor	3 <sup>rd</sup> Qtr. CY 2014	Agree
11	The <i>BuildLA</i> project manager should be an employee of the Department of Building and Safety.	191	Office of the Mayor	3 <sup>rd</sup> Qtr. CY 2014	Additional Study Needed
12	The Executive Sponsor and the Governance Committee should take steps, in the near-term, to address the shortcomings in the project concept and solution definition phase of <i>BuildLA</i> as noted within this report.	192	Office of the Mayor	3 <sup>rd</sup> Qtr. CY 2014	Agree
13	The Executive Sponsor and the Governance Committee should utilize the best practices developed by the Office of the City Auditor of Portland, Oregon as a guide to assure the success of <i>BuildLA</i> .	192	Office of the Mayor	3 <sup>rd</sup> Qtr. CY 2014	Agree
14	The City of Los Angeles should establish a customer advisory committee for <i>BuildLA</i> .	195	Office of the Mayor	4 <sup>th</sup> Qtr. CY 2014	Agree



SUMMARY OF DEPARTMENT RESPONSES TO MATRIX CONSULTING GROUP REPORT - 08-08-14 ATTACHMENT 1

Rec.#	Recommendation	Page #	Department Accountability	Timing for Implementation	Department Response
15	The BuildLA customer advisory committee should consist of individuals representing architects, developers, engineers, permit / land use consultants, contractors, neighborhood representatives / councils, and trades.	195	Office of the Mayor	4th Qtr. CY 2014	Agree
16	The role of the BuildLA customer advisory committee should be to provide the customers' perspective in the development and implementation of BuildLA.	195	Office of the Mayor	4th Qtr. CY 2014	Agree
17	The City should integrate the existing automated permit information systems in advance of the BuildLA "Go Live" through the development of the BuildLA portal.	200	DBS	4th Qtr. CY 2015	Agree
18	The Department of Building and Safety should be assigned lead responsibility for integrating the existing automated permit information systems using the BuildLA portal.	200	Office of the Mayor	4th Qtr. CY 2015	Agree
19	The City should acquire software to enable electronic submittal and plan check of building permit plans, Bureau of Engineering public improvement plans (e.g., B-permits), and discretionary review submittals.	205	DBS	3rd Qtr. CY 2016	Agree
20	The City should work with and train its customers in how to submit building permit plans, Bureau of Engineering public improvement plans (e.g., B-permits), and discretionary review submittals plans electronically.	205	DBS	3rd Qtr. CY 2016	Agree
21	The City will need to train its staff in how to plan check plans electronically. This should include training for the City's system administrator from the Department of Building and Safety, training for plan check staff in how to utilize the software for plan checking, workflow training for the staff, etc.	205	DBS	3rd Qtr. CY 2016	Agree
22	The City should develop written guides for electronic plan submission, published on-line on the City's web site, regarding the requirements for electronic plan check building permit submittals.	205	DBS	4th Qtr. CY 2016	Agree
23	The City should provide a single web site portal for all development-related permits.	207	DBS	3rd Qtr. CY 2016	Agree
24	The City should provide a link to the development services web site portal on the City's home page.	207	DBS	4th Qtr. CY 2016	Agree
25	Once the City deploys BuildLA to replace its legacy permit information systems, applicants should be able to navigate to this one (1) web site portal for development services and pay application fees on-line, check the status of their permits on-line, view plan check comments made by staff, schedule or cancel inspections, check the results of inspections, apply for simple permits on-line, electronic plan submission, review, and tracking, automated e-mail notification so that applicants can receive automatic e-mail notifications of plan review or inspection activity etc.	207	DBS	4th Qtr. CY 2016	Agree
26	The one (1) web site portal for development services should include a dedicated web page for business that includes resources for starting a business, obtaining / renewing a business license, streamlined permit assistance (e.g., over-the-counter plan check), a link to the City's Economic Development Division with up-to-date information on available commercial and industrial land and buildings in the City, utility business incentive programs (e.g., solar energy program, energy audits, etc.), etc.	208	DBS	4th Qtr. CY 2016	Agree
27	The one (1) web site portal for development services should also include streamed information regarding wait times for the construction service centers.	208	DBS	4th Qtr. CY 2016	Agree
28	The Department of City Planning should expand the extent of scanning of its case files, and immediately begin scanning all of the case files that it receives going forward.	209	DCP	4th Qtr. CY 2016	Additional study is necessary.
29	The Department of City Planning should charge a surcharge on discretionary review fees to support the scanning of case files.	209	DCP	3rd Qtr. 2014	Agree
30	The Department of Building and Safety should provide public access to all building records over the Internet with the exception of blueprints.	210	DBS	4th Qtr. CY 2014	Agree



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<b>Chapter 6 - Analysis of Discretionary Review Functions and Processes</b>					
31	The discretionary review applicant should not be required to submit copies of all prior building permits and existing / related entitlements associated with the discretionary review application.	230	DCP	3rd Qtr. CY 2014	Agree
32	The discretionary review applicant should not be required to submit a list of all Q conditions and D limitations for the proposed project site, and a copy of the zoning ordinance establishing these conditions and limitations.	230	DCP	3rd Qtr. CY 2014	Agree
33	The discretionary review applicant should not be required to submit a copy of the appropriate County Assessor's map, City Clerk district map, or ZIMAS map for the project site.	230	DCP	3rd Qtr. CY 2014	Agree
34	The discretionary review applicant should not be required to submit a completed copy of the design guidelines checklist.	230	DCP	3rd Qtr. CY 2014	Additional study is necessary.
35	With the exception of conditional use permits and variances, the discretionary review applicant should not be required to submit findings and justifications.	230	DCP	3rd Qtr. CY 2014	Additional study is necessary.
36	The discretionary review applicant should not be required to submit a copy of building permits and certificates of occupancy for non-conforming rights.	230	DCP	3rd Qtr. CY 2014	Agree
37	The discretionary review applicant should not be required to submit a copy of an Order to Comply issued by the Department of Building and Safety or the Department of Housing and Community Investment.	230	DCP	3rd Qtr. CY 2014	Agree
38	The discretionary review applicant should not be required to submit an envelope containing duplicate files of all materials for Council District 11 and Council District 12 offices, for those proposed applications located within those Districts. This information should be provided electronically to Council District 11 and Council District 12 offices.	230	DCP	3rd Qtr. CY 2014	Agree
39	The applicant for a tentative parcel or tract map should not be required to obtain preliminary information and approval from the Department of Building and Safety prior to submitting an application. The applicant should be able to submit the tentative parcel and tract map application to the Department of City Planning initially, and then have the application routed to the Grading Section, Department of Building and Safety by the Department of City Planning.	232	DCP	3rd Qtr. CY 2014	Additional study is necessary.
40	The Department of Building and Safety should clarify, as part of the tentative parcel and tract map application guide, when a soils report is typically required so that an applicant can have the soils report prepared before submittal of the application.	233	DBS	3rd Qtr. CY 2014	Agree
41	The applicant for a tentative parcel or tract map should not be required to complete and obtain approval of a <i>Bureau of Engineering Planning Case Referral Form</i> prior to submittal of the application. Instead, at the time of submittal, the staff from the Department of City Planning should determine whether the <i>Bureau of Engineering Planning Case Referral Form</i> is necessary. If it is necessary, the fee should be collected on behalf of the Bureau of Engineering at the time of submittal of the application, and the applicant should complete the <i>Planning Case Referral Form</i> while submitting the tentative parcel or tract map application. The Department of City Planning should then route the <i>Bureau of Engineering Planning Case Referral Form</i> to the Bureau of Engineering with the tentative parcel or tract map application packet.	233	DCP	3rd Qtr. CY 2014	Additional study is necessary.
42	The applicant for a tentative parcel or tract map should not be required to complete a <i>Community Plan Referral Form</i> for a project site in a specific plan or overlay zone or an area that requires Design Review Board approval. At the time of submittal, the staff from the Department of City Planning should determine whether the <i>Community Plan Referral Form</i> is necessary, have the applicant complete the form while submitting the application, and then route the form to the appropriate staff in the Department of City Planning with the tentative parcel or tract map application packet.	233	DCP	3rd Qtr. CY 2014	Additional study is necessary.

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Rec.#	Recommendation	Page #	Department Accountability	Timing for Implementation	Department Response
43	The Department of City Planning should electronically route discretionary review applications and associated application material to other City departments for review, as necessary, using an electronic plan check process. The implementation of this recommendation should be based upon the deployment of an electronic plan submission, plan check, and workflow on a citywide basis, as recommended previously. The Department of City Planning should develop instructions for electronic submittal of discretionary review applications and associated application material, and train their customers, architects, engineers, etc. on the process for electronic submittal.	234	DCP	4th Qtr. 2016	Agree
44	If other departments, in using the City's <i>Initial Study Assessment Guidelines</i> and <i>Initial Study Checklists</i> , have questions regarding the discretionary review application and its environmental impacts, those questions should be directed to the case planner in the Department of City Planning, who should collect these questions from these departments, contact the applicant, and obtain answers for these other departments.	235	DCP	4th Qtr. CY 2014	Agree
45	The applicant for discretionary review applications should <u>not</u> work directly with other departments to conduct the Initial Study analysis of environmental issues to these other department's satisfaction. That should be the role of the case planner in the Department of City Planning.	235	DCP	4th Qtr. CY 2014	Agree
46	The Department of City Planning should not place a discretionary review application on "hold", if an Initial Study is required.	237	DCP	4th Qtr. CY 2014	Agree
47	The only time a discretionary review application should be placed on "hold" by the Department of City Planning should be when the discretionary review application is deemed incomplete from a <i>Permit Streamlining Act</i> perspective. This should be clarified in a departmental policy and procedure.	237	DCP	4th Qtr. CY 2014	Additional study is necessary.
48	The environmental review process by the Department of City Planning should occur at the same time and in parallel with all other aspects of the discretionary review application review (with the exception of the environmental impact report). The Department of City Planning staff review of the discretionary review application for conformance with development regulations and policies should often be finished prior to the completion of the environmental document (with the exception of the environmental impact report). Public hearings to make decisions on projects should often be held soon after the environmental document has been finalized.	237	DCP	4th Qtr. CY 2014	Agree
49	The parallel processing of the environmental review and the discretionary review should be utilized as an opportunity to eliminate duplication of public noticing in which the environmental review is provided a public notice and then, subsequently, the discretionary review application is noticed later and separately. If the environmental review process occurs at the same time and in parallel with all other aspects of discretionary review application review, then one public notice of the environmental review and the discretionary review could be provided at the same time.	237	DCP	4th Qtr. CY 2014	Additional study is necessary.
50	The Department of City Planning should expand the use and application of the "slight modification" process into such areas as fence height, lot area regulations and parking, residential floor area, minor expansions of nonconforming uses, etc.	238	DCP	1 <sup>st</sup> Qtr. CY 2015	Disagree
51	The Department of City Planning should have the ability to approve or disapprove slight modifications over-the-counter at the construction service centers with additional over-the-counter clearance, as appropriate, by the Fire Department, Bureau of Engineering, and the Department of Building and Safety, but also to refer these applications to a public hearing based upon the content and nature of the modification. These over-the-counter clearances should be provided at the construction services centers.	239	DCP	2nd Qtr. CY 2015	Additional study is necessary.
52	The expansion of the slight modification authority for the Department of City Planning should be accompanied by the development of checklists and application guides.	239	DCP	2nd Qtr. CY 2015	Additional study is necessary.



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Rec.#	Recommendation	Page #	Department Accountability	Timing for Implementation	Department Response
53	With the concurrence of the Board of Public Works, the consideration of requests for removal of street trees should be integrated into the discretionary review process by the Department of City Planning, with referrals to the Public Works Department regarding the requests for removal street trees for comments, conditions of approval, corrections, etc.	240	DCP / DPW	1 <sup>st</sup> Qtr. CY 2015	Agree (DCP); further study required (BOE)
54	With the concurrence of the Board of Public Works, the staff of the Public Works Department should be provided the opportunity to address removal of street trees at any public hearing conducted by the Department of City Planning, but the Public Works Department should not conduct a separate public hearing regarding the removal of street trees with the Public Works Commission.	240	DCP / DPW	1 <sup>st</sup> Qtr. CY 2015	Agree (DCP); further study required (BOE)
55	The Department of City Planning should incorporate information at its web site regarding street tree removals. It should include an overview of the process, with links to the tree removal permits on the web site of the Department of Public Works.	240	DCP / DPW	1 <sup>st</sup> Qtr. CY 2015	Agree (DCP); further study required (BOE)
56	The Department of City Planning should develop a comprehensive list of covenants required during the discretionary review, and identify these as conditions of approval.	241	DCP	1 <sup>st</sup> Qtr. CY 2015	Agree
57	The Department of City Planning should collect the initial traffic study fees on behalf of the Department of Transportation at the time an applicant submits a Site Plan Review application or with the CEQA Initial Study application. This would require co-location of the case planners of the Department of City Planning in the City's construction service centers.	242	DCP	1 <sup>st</sup> Qtr. CY 2015	Additional study is necessary.
58	The Department of City Planning should schedule (tentatively) tentative parcel and tract map applications for an initial Advisory Agency public hearing or Zoning Administrator applications for an initial Zoning Administrator hearing at the time of submittal, if the application is determined to meet submittal requirements.	243	DCP	1 <sup>st</sup> Qtr. CY 2015	Additional study is necessary.
59	The Senior City Planner in the Office of Zoning Administration should not examine the Zoning Administrator application to determine whether the proposed environmental clearance is adequate for the project (e.g., categorical exemption) or if an initial study is required. The intervention of the Senior City Planner should be unnecessary with case planners that have been properly trained in CEQA. This should be the responsibility of the case planner.	245	DCP	1 <sup>st</sup> Qtr. CY 2015	Additional study is necessary.
60	The Department of City Planning should fully implement the intent of the "one project, one planner" within its Strategic Plan and assign a single project or case planner to a specific discretionary review case throughout the entire discretionary review and environmental review. This project or case planner should field all planning-related questions about their assigned discretionary review projects. Questions about the environmental review of a project should also be directed to the same project or case planner, as the project or case planner should also conduct the environmental analysis for the projects they are reviewing (or coordinate the work of a consultant preparing an environmental impact review). This shift towards a "one project, one planner" approach, as recommended within the Department's Strategic Plan, should enable the Department to provide more accessible, consistent, and personalized service to customers.	245	DCP	2 <sup>nd</sup> Qtr. CY 2015	Agree
61	The Department of City Planning should develop and adopt a written policy and procedure regarding when a discretionary review should be referred or routed to other departments such as the Department of Transportation, Bureau of Engineering, Fire Department, etc. for the environmental review, completeness review, development of conditions of approval, etc.	246	DCP	2 <sup>nd</sup> Qtr. CY 2015	Agree
62	The Department of City Planning should refer discretionary reviews beyond tentative parcel and tract map applications to other City departments (e.g., Department of Transportation, Bureau of Engineering, Fire Department, etc.) for the environmental review, completeness review, development of conditions of approval, etc.	247	DCP	2 <sup>nd</sup> Qtr. CY 2015	Agree
63	The Department of City Planning should utilize a case management system.	251	DCP	2 <sup>nd</sup> Qtr. CY 2015	Agree



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Rec.#	Recommendation	Page #	Department Accountability	Timing for Implementation	Department Response
64	The roles and responsibilities of the "case manager" in the Department of City Planning, in managing the review of the discretionary review application across department boundaries, should be clearly identified in a policy and procedure developed by the Office of the City Administrative Officer.	251	DCP	2 <sup>nd</sup> Qtr. CY 2015	Additional study is necessary.
65	The Department of City Planning should develop a training program for its professional planning staff regarding how to function as a case planner including how to manage the discretionary review, the functions of the case planner in managing the discretionary review, the City's zoning code and CEQA, etc.	251	DCP	2 <sup>nd</sup> Qtr. CY 2015	Agree
66	The case planner within the Department of City Planning should require a full assessment of dedications by the Bureau of Engineering if the <i>Planning Case Referral Form</i> indicates that the Bureau of Engineering will require dedications associated with the discretionary review.	251	DCP	2 <sup>nd</sup> Qtr. CY 2015	Agree
67	The case planner within the Department of City Planning should not bring the discretionary review application to a decision until the Bureau of Engineering has completed its assessment of dedications, if the <i>Planning Case Referral Form</i> indicates that the Bureau of Engineering will require dedications associated with the discretionary review.	251	DCP	2 <sup>nd</sup> Qtr. CY 2015	Agree
68	The Bureau of Engineering should indicate that the Bureau has completed the assessment of required dedications within the <i>Planning Case Tracking System</i> .	252	BOE / DCP	2 <sup>nd</sup> Qtr. CY 2015	Agree (BOE); Agree, with implementation of BuildLA (DCP)
69	All of the case planners in the Department of City Planning should be required to utilize the <i>Planning Case Tracking System</i> for all aspects of the discretionary review process.	252	DCP	2 <sup>nd</sup> Qtr. CY 2015	Agree
70	The Department of City Planning should develop and adopt a written policy and procedure that requires case planners to utilize the <i>Planning Case Tracking System</i> to maintain a current, accurate case status and case history that includes all of the events related to a case (e.g., date the case is deemed complete, date the case was referred to other departments for comment and conditioning, date the case was deemed categorically exempt or the Initial Study was completed, etc.).	253	DCP	2 <sup>nd</sup> Qtr. CY 2015	Additional study is necessary.
71	The written policy and procedure that requires case planners to utilize the <i>Planning Case Tracking System</i> , developed by the Department of City Planning, should assign responsibility to the Senior City Planners or City Planners in the Development Services Bureau for assuring ongoing maintenance of case status information in the <i>Planning Case Tracking System</i> , and require the Senior City Planners or City Planners to sample the caseload assigned to each of their team of case planners under his / her supervision to determine whether the cases are being maintained in the <i>Planning Case Tracking System</i> .	253	DCP	2 <sup>nd</sup> Qtr. CY 2015	Agree
72	The case planner in the Department of City Planning should issue the letters of determination for a discretionary review application within ten (10) business days after the hearing regarding a discretionary review application, with an acknowledgement of the potential of appeals of the decision.	254	DCP	2 <sup>nd</sup> Qtr. CY 2015	Disagree
73	The Department of City Planning should prepare a written policy and procedure that requires the issuance of the letters of determination by the case planner within ten (10) business days after the hearing regarding a discretionary review application, with an acknowledgement of the potential of appeals of the decision.	254	DCP	2 <sup>nd</sup> Qtr. CY 2015	Disagree
74	The Department of City Planning should establish cycle time metrics for discretionary review.	256	DCP	2 <sup>nd</sup> Qtr. CY 2015	Agree
75	The development of the cycle time metrics should be a collaborative effort by the development services staff of the Department of City Planning.	256	DCP	2 <sup>nd</sup> Qtr. CY 2015	Agree
76	The cycle time metrics should be published to the Department of City Planning website and identified in the application guides published by the Department of City Planning.	257	DCP	2 <sup>nd</sup> Qtr. CY 2015	Agree
77	The Department of City Planning should report its progress in meeting these cycle time metrics on its web site, and update the results on a monthly basis.	257	DCP	2 <sup>nd</sup> Qtr. CY 2015	Agree

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78	The <i>Planning Case Tracking System</i> utilized by the Department of City Planning should be set up so that discretionary review applications cannot sit in "limbo" either upon application or upon assignment to a case planner without alerting supervisors and managers in the Department.	259	DCP	2 <sup>nd</sup> Qtr. CY 2015	Agree
79	The Senior City Planners in the Development Services Bureau of the Department of City Planning should formally plan and schedule the discretionary review applications processed by their staff using the <i>Planning Case Tracking System</i> .	259	DCP	1 <sup>st</sup> Qtr. CY 2015	Agree
80	The Senior City Planners should be held accountable for the ongoing maintenance of this open case inventory using the <i>Planning Case Tracking System</i> and the completion of the processing of permits by their staff in accordance with the cycle time objectives using the <i>Planning Case Tracking System</i> .	259	DCP	1 <sup>st</sup> Qtr. CY 2015	Agree
81	The Department of City Planning should develop and adopt an Interdepartmental Development Review Committee to review medium to large-scale discretionary review applications. The Interdepartmental Development Review Committee should meet on a bi-weekly basis.	261	DCP	2 <sup>nd</sup> Qtr. CY 2015	Additional study is necessary.
82	The Office of the City Administrative Officer should develop a citywide policy and procedure regarding the role and purpose of the Interdepartmental Development Review Committee.	261	DCP	1 <sup>st</sup> Qtr. CY 2015	Additional study is necessary.
83	The Department of City Planning should continue to work on developing and adopting standard operating procedures for the Department's business processes.	262	DCP	3 <sup>rd</sup> Qtr. CY 2015	Agree
84	The Resource Management Bureau, Department of City Planning, should prepare an outline of the completed standard operating procedures manual (e.g., what procedures would be included) and a schedule for the completion of the standard operating procedures.	262	DCP	3 <sup>rd</sup> Qtr. CY 2015	Agree
85	The Department of City Planning, in a collaborative effort with the Department of Building and Safety, Bureau of Engineering, Fire Department, Department of Transportation, and other departments involved in the development review process, should develop standard conditions of approval for discretionary review applications that, ultimately, should be integrated into <i>BuildLA</i> , and also should be published to the web site of the Department of City Planning.	263	DCP	3 <sup>rd</sup> Qtr. CY 2015	Agree
86	The Department of City Planning should develop a full range of application guides or instructions for the various discretionary review applications.	265	DCP	3 <sup>rd</sup> Qtr. CY 2015	Agree
87	The Department of City Planning should provide ongoing training to its staff the department has assigned to the construction service centers regarding how to determine whether a discretionary review application is complete.	265	DCP	3 <sup>rd</sup> Qtr. CY 2015	Agree
88	The Department of City Planning staff assigned to the construction service centers should be rotated on a regular ongoing basis with the case planners that process and analyze the discretionary review applications.	265	DCP	3 <sup>rd</sup> Qtr. CY 2015	Agree
89	The Department of City Planning should be responsible for writing, updating, maintaining, and interpreting the zoning code.	268	DCP	3 <sup>rd</sup> Qtr. CY 2016	Agree
90	The intake for building permit counter plan check in the construction service centers should include a City Planner(s) from the Department of City Planning to provide zoning compliance review. These staff should share responsibility at building permit check-in with the Department of Building and Safety (which would be responsible for screening the plans for completeness and determining whether the plans can be checked over-the-counter).	271	DCP	3 <sup>rd</sup> Qtr. CY 2016	Additional study is necessary.
91	The Department of Building and Safety should not be in the business of providing answers to zoning code questions at the construction service centers or during building permit plan check; that should be the responsibility of the Department of City Planning.	271	DCP	3 <sup>rd</sup> Qtr. CY 2016	Agree
92	The positions allocated by the Department of Building and Safety to zoning check-in at the construction service centers should be eliminated, through attrition. The Department of City Planning should provide zoning check-in.	271	DCP	3 <sup>rd</sup> Qtr. CY 2016	Agree



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93	The Department of City Planning should be authorized two professional-level planning positions for the Metro construction services center and two professional-level planning positions for the Van Nuys construction services center to staff the building check-in window in concert with the Department of Building and Safety, whose staff would be responsible for screening the plans for completeness and determining whether the plans can be checked over-the-counter. These Department of City Planning positions should advise the building permit applicant of the zoning approvals and zoning clearances that must be obtained, including whether the applicant must first obtain an entitlement permit from the Department of City Planning, and ensure that the applicant's property is appropriately zoned for the proposed construction.	271	DCP	3rd Qtr. CY 2016	Additional study is necessary.
94	The day-to-day responsibility for zoning compliance review in the issuance of express building permits and building permits issued over the Internet should continue to be a joint responsibility of the Department of Building and Safety and the Department of City Planning.	272	DCP	3rd Qtr. CY 2016	Additional study is necessary.
95	The Department of Building and Safety should continue to be responsible for zoning compliance review for building permits issued over the Internet and building permits issued as Express Permits (with some exceptions such as permits in the Coastal Zone and in Historical Preservation Overlay Zones).	272	DCP	3rd Qtr. CY 2016	Additional study is necessary.
96	The Department of City Planning should review all of the building permits that require a regular plan check for compliance with the Zoning Code, Community Plans, Specific Plans, etc. This will require that building permits requiring regular plan check be routed to the Department of City Planning for zoning compliance by the Department of Building and Safety at receipt of these plans using the electronic plan check system.	274	DCP	3rd Qtr. CY 2016	Additional study is necessary.
97	The extent of routing of building permit plans requiring counter plan check to the Department of City Planning should depend on the complexity of the type of project: complex projects should be referred to the Department of City Planning as a counter plan check and clearance.	274	DCP	3rd Qtr. CY 2016	Additional study is necessary.
98	The Department of City Planning, after it has received training in the Zoning Code from the Department of Building and Safety, should provide the zoning compliance review for the Parallel Design-Permitting Program.	275	DCP	3rd Qtr. CY 2016	Agree
99	The zoning compliance review by the Department of City Planning for the Parallel Design-Permitting Program should occur during the design process, at the same time that the Department of Building and Safety is plan checking for conformance with the building codes.	275	DCP	3rd Qtr. CY 2016	Agree
100	The division of roles and responsibilities between the Department of Building and Safety and the Department of City Planning for zoning compliance review during express, counter, and regular plan check and for the Parallel Design-Permitting Program should be clarified in a Memorandum of Agreement between the two departments, facilitated by the Office of the City Administrative Officer.	276	Office of the Mayor	2nd Qtr. CY 2016	Agree
101	The development of this memorandum of agreement should include the development of a matrix that defines when building permits should be routed to the staff of the Department of City Planning for plan check (aside from building check-in) for express, counter, and regular plan check.	276	Office of the Mayor	2nd Qtr. CY 2016	Agree
102	The Department of City Planning is <b>NOT</b> yet ready to begin the assumption of the responsibility for zoning compliance review. The staff of the Department of City Planning needs training in the Zoning Code and in reading construction drawings to assume this responsibility. The Department of Building and Safety should provide training and mentoring to the staff of the Department of City Planning regarding the Zoning Code.	277	DCP	3rd Qtr. CY 2016	Agree
103	The roles and responsibilities of the Fire Department and the Department of Building and Safety in plan checking of building permit plans, recently revised as noted in the "LADBS and Fire Department Plan Check Matrix", should be formalized in a Memorandum of Agreement developed by the Office of the City Administrative Officer.	277	DBS / Fire	3rd Qtr. CY 2014	Agree



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104	The City should assign responsibility for pre-discretionary review to the Department of City Planning.	280	Office of the Mayor	3rd Qtr. CY 2016	Agree
105	The Department of Building and Safety should continue to be responsible for preliminary review of by-right projects.	280	DCP	3rd Qtr. CY 2014	Additional study is necessary.
106	The Department Building and Safety should provide training and mentoring to the staff of the Department of City Planning regarding the Zoning Code before the Department of City Planning assumes responsibility for pre-discretionary review.	280	DCP	3rd Qtr. CY 2016	Agree
107	A City Planner position should be authorized for the Department of City Planning as a training officer for training of the department's staff in CEQA, the Zoning Code, departmental processes and procedures, etc.	282	DCP	3rd Qtr. CY 2014	Additional study is necessary.
108	The Department of City Planning should develop and implement a program to rotate staff between current planning and long range planning.	283	DCP	3rd Qtr. CY 2014	Agree
109	The Department of City Planning should insource the responsibility for conducting zoning hearings, initially for less complex zoning cases, through attrition, to staff other than the Associate Zoning Administrators.	285	DCP	3rd Qtr. CY 2014	Disagree
110	The insourcing of the responsibility for conducting zoning hearings will require training of selected Department of City Planning staff regarding how to conduct hearings, and the development of written policies and procedures regarding how to conduct these hearings. These staff should be expected to field visit the site of the cases, read the staff reports prepared by the case planners for the Department of City Planning, conduct the public hearing, and make a decision. The case planners for the Department of City Planning should prepare the Letters of Determination.	285	DCP	3rd Qtr. CY 2014	Agree
111	The Department of City Planning should eliminate, through attrition, the seven (7) Associate Zoning Administrator positions allocated to conducting public hearings on zoning administration cases, making initial determinations, making final Letters of Determination regarding entitlements, etc.	286	DCP	3rd Qtr. CY 2016	Disagree
112	The cost savings for insourcing zoning hearings should be utilized to add a mix of twelve (12) additional City Planners, City Planning Associates, and Planning Assistants, as the seven (7) Associate Zoning Administrator positions become vacant. These staff should be utilized as case planners in the Development Services Bureau, Department of City Planning.	286	DCP	3rd Qtr. CY 2016	Disagree
113	The case planner within the Department of City Planning should coordinate compliance with the CEQA Mitigation Monitoring and Reporting Program.	287	DCP	3rd Qtr. CY 2014	Agree
114	The Department of City Planning should develop and deploy a program for the field enforcement of the CEQA Mitigation Monitoring and Reporting Program. The case planner should assume responsibility for the coordinating enforcement of the Mitigation Monitoring and Reporting Program through the use of environmental consultants, whose costs would be paid by the applicant.	287	DCP	3rd Qtr. CY 2014	Agree
115	The City should adopt a fee to recover the costs associated with the CEQA Mitigation Monitoring and Reporting Program. The fees charged and collected from the permit applicant should be equal to the actual costs to the City of implementing the adopted Mitigation Monitoring and Reporting Program.	287	DCP	3rd Qtr. CY 2014	Agree

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Chapter 7 Analysis of Ministerial Functions and Processes					
116	The City should require that all development-related fees received in construction service centers be paid to and processed by the cashiers employed by the Department of Building and Safety.	322	Office of the CAO	1st Qtr. 2015	Agree
117	The City should create a simple universal payment process for all development-related fees that allows permit applicants to set up their accounts on line. In these instances, the permit applicant could pay their fees, without visiting the cashiers employed by the Department of Building and Safety, by allowing their fees to be posted and charged on-line to their account on the next business day.	322	DBS	4th Qtr. CY 2014	Agree
118	The Office of the City Administrative Officer should develop a memorandum of agreement with all of the divisions, bureaus, and departments located in the construction service centers that would clarify the roles and responsibilities of the Department of Building and Safety in collecting and processing all development-related fees received in construction service centers.	322	Office of the CAO	1st Qtr. 2015	Agree
119	For applicants who do not visit construction service centers often, the Department of Building and Safety should enable a building permit applicant to set up a temporary account during their visit and pay the total fees at the conclusion of their visit.	322	DBS	1st Qtr. CY 2015	Agree
120	The reference within the Municipal Code that offers a money back guarantee if an express permit customer waits more than 30 minutes in the queue or more than 60 minutes to complete the permit processing from the time the service begins should be removed from the Municipal Code.	323	DBS	1st Qtr. CY 2015	Disagree
121	The Department of Building and Safety, in conjunction with the Fire Department and Department of City Planning, should develop standard building permit plans and checklists for solar photovoltaic permits for single-family dwellings for systems 4 kW and under.	325	DBS	4th Qtr. CY 2014	Agree
122	The Department of Building and Safety should enable the issuance of solar photovoltaic permits over the Internet for systems under 4 kW with no reviews, besides the Department of Building and Safety, if these plans meet all requirements by using the standard plans and checklists.	325	DBS	4th Qtr. CY 2014	Agree
123	The Department of Building and Safety should publicize the availability of on-line permitting for solar photovoltaic permits for single-family dwellings for systems 4 kW and under with the primary solar contractors in Los Angeles County.	325	DBS	3rd Qtr. CY 2014	Agree
124	The Department of Building and Safety should establish a cashier station in the express permit center at the Metro construction services center, as planned. The express building permit applicant should be able to obtain and pay for their permit in the same location.	326	DBS	3rd Qtr. CY 2014	Agree
125	The Department of City Planning should work with the Department of Building and Safety to simplify the express building permit process so that, where practical, the Department of Building and Safety can issue express building permits without clearance by the Department of City Planning.	328	DCP	2nd Qtr. 2015	Additional study is necessary.
126	The Department of City Planning should develop standard conditions of approval that could be utilized by the Department of Building and Safety to issue an express building permit without clearance by the Department of City Planning (e.g., Christmas and pumpkin sale lots) and develop checklists, standard drawings, provide training, and initial quality control to simplify the express building permit process, where practical.	328	DCP	2nd Qtr. 2015	Additional study is necessary.
127	The staff assigned by the Department of City Planning to the construction service centers should provide the clearances for a building permit in a Historical Preservation Overlay Zone.	329	DCP	2nd Qtr. 2015	Additional study is necessary.
128	The Department of City Planning should work with the Department of Building and Safety to simplify the counter building permit process so that, where practical, the Department of Building and Safety can issue the counter building permit without clearance by the Department of City Planning.	329	DCP	1 <sup>st</sup> Qtr. 2015	Additional study is necessary.



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129	The Department of City Planning should develop standard conditions of approval that could be utilized by the Department of Building and Safety to issue a counter building permit without clearance by the Department of City Planning and develop checklists, standard drawings, provide training, and initial quality control to simplify the counter building permit process, where practical.	330	DCP	3rd Qtr. 2015	Additional study is necessary.
130	The building permit applicant at the Metro construction services center should not be required to (1) proceed to counter station 14 for screening of their building permit plans for completeness and determining whether their plans can be checked over the counter, (2) proceed to one of the four counter stations 9 through 12 to have their plan check fee calculated, and then (3) return to the cashier station adjacent to counter station 14 to pay the plan check fee.	331	DBS	3rd Qtr. CY 2015	Disagree
131	One counter station on the 4th floor of the Metro construction services center should screen building permit plans for completeness, determine whether plans can be checked over the counter, and calculate the building permit plan check fees for counter plan check, if the plan check document is complete and can be plan checked over-the-counter. Only then, should the customer pay the plan check fee at the cashier station adjacent to station 14.	331	DBS	3rd Qtr. CY 2015	Agree
132	The Bureau of Engineering staff assigned to the 3 <sup>rd</sup> floor of the Metro construction services center should be located on the 4th floor of the Metro construction services center.	332	BOE	3rd Qtr. CY 2015	Disagree
133	Building permit customers should not be required to go to the 3 <sup>rd</sup> floor at the Metro construction services center to resolve the clearances with the Bureau of Engineering, and then return to the 4th floor, and get back in line for service.	332	DBS / BOE	3rd Qtr. CY 2015	Agree
134	The building permit applicant on the 3 <sup>rd</sup> floor of the Metro construction services center should be able to immediately proceed to one of the counter stations 9 through 12 on the 4 <sup>th</sup> floor after obtaining clearances on the 3 <sup>rd</sup> floor. The Department of Building and Safety staff at counter stations 9 through 12 should verify that the clearances are resolved, verify that the contractor has a valid contractor's license, require the contractor to affirm a number of declarations directly in PCIS, and then sign the permit application with an electronic signature pad. The staff at these windows should then print out a copy of the building permit, stamp the plan as approved, and provide the plan to the applicant.	333	DBS	3rd Qtr. CY 2015	Disagree
135	After the Department of Building and Safety staff at counter stations 9 through 12 of the Metro construction services center have stamped the plans as approved and provided the plans to the applicant, the building permit applicant should be able to go to the cashier's station adjacent to counter station 14 to pay their permit fee.	334	DBS	3rd Qtr. CY 2015	Disagree
136	Station 14 of the Metro construction services center should screen the plans for completeness, calculate the fees, print out the application with the fee information, and have the applicant complete the notification form. After payment of fees, the cashier should accept the plans for regular plan check. The applicant should not have to return to counter station 13.	335	DBS	3rd Qtr. CY 2015	Disagree
137	The Department of Building and Safety should assign responsibility for plan checking and inspection of structural, green code, and disabled access to structural engineering associates as part of regular plan check and to building mechanical inspectors as part of their regular building inspection. In other words, the responsibility for structural plan check should include the structural, green code, and disabled access; one structural engineering associate should be responsible for plan checking all aspects of a building permit plan. Similarly, one building mechanical inspector should be responsible for the inspection of all aspects of a building: structural, green code, and disabled access.	337	DBS	3rd Qtr. CY 2015	Disagree



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138	The Department of Building and Safety should train its plan check and inspection staff to make the transition for plan checking and inspection of structural, green code, and disabled access: it cannot happen instantly. It should continue to provide ongoing training to these staff in the green code and disabled access after the transition. The Department should not lessen its standards or expectations in making this transition.	337	DBS	2nd Qtr. CY 2014	Disagree
139	The staff that are performing these green code and disabled access plan check responsibilities at the present time should be reassigned responsibility for regular plan check for structural, green code, and disabled access.	337	DBS	3rd Qtr. CY 2014	Disagree
140	The clearance process for regular building permit plan check should be replaced with electronic plan checking. The Department of Building and Safety should route these building permit plans for comment and critique to the other bureaus, divisions, and departments. The building permit applicant should not be required to obtain these clearances.	338	DBS	4th Qtr. CY 2016	Agree
141	The building code requirements for a clearance by the Department of City Planning for grading when the site is greater than one acre in hillside areas should be eliminated.	339	DBS / DCP	1st Qtr. CY 2016	Agree (DBS); Additional study is necessary (DCP)
142	The clearance by the Department of Transportation of construction nearby the Exposition Light Rail Line per ZL-2351 should be eliminated.	339	DOT	3rd Qtr. CY 2014	Agree
143	The Department of Building and Safety should provide the clearance for structural review of temporary shoring adjacent to a public street, and not the Bureau of Engineering. This will require the mutual development of checklists and standards - by the Department of Building and Safety and by the Bureau of Engineering - that would be utilized for the structural review of shoring. The roles and responsibilities for plan check of temporary shoring should be clarified in a Memorandum of Agreement between the Department of Building and Safety and the Bureau of Engineering, developed by the Office of the City Administrative Officer.	339	DBS / BOE	3rd Qtr. CY 2014	Agree
144	The responsibility for checking whether a building permit applicant has a waste hauler permit should be transferred to the Office of Finance from the Bureau of Street Services.	340	BOSS	4th Qtr. CY 2014	Additional study is necessary.
145	The stormwater pollution mitigation clearance by the Bureau of Sanitation and the Bureau of Sanitation clearance for <i>Low Impact Development</i> should be consolidated since the two clearances duplicate each other.	340	BOE / BOS	4th Qtr. CY 2014	Additional study is necessary.
146	The duplication between the Bureau of Engineering and the Bureau of Sanitation for stormwater plan check of building permit plans should be eliminated. The responsibility for plan checking of building permits for stormwater - on-site, off-site, and for compliance with the <i>Low Impact Development</i> ordinance - should be assigned to the Bureau of Engineering. This will require staffing adjustments in both Bureau's. The cost incurred by the Bureau of Engineering for providing this service on behalf of the Bureau of Sanitation should be charged to the Bureau of Sanitation.	340	BOE / BOS	4th Qtr. CY 2014	Additional study is necessary
147	The Department of City Planning should provide public information for D and Q conditions on its website.	341	DCP	4th Qtr. CY 2015	Agree
148	The Bureau of Engineering should provide public street dimensions on its website.	341	BOE	4th Qtr. CY 2015	Agree, with additional funding
149	The Bureau of Engineering should provide information on its website for dwellings beyond 200' from a sewer mainline and dwellings within 200' from a sewer mainline that require connections.	341	BOE	4th Qtr. CY 2015	Agree, with additional funding
150	The Bureau of Engineering should improve the accessibility of its information for the public by providing a link in ZIMAS directly to Navigate LA for a site's sewers, utility lines locations, required dedications and street dimensions for hillside areas.	341	BOE	1 <sup>st</sup> Qtr. CY 2016	Agree
151	The Fire Department and the Department of Building and Safety should work together to link PCIS and the Fire Schedule Information System (Firelog) so that the Fire Department can obtain proof that the payment of the department's fee has been received by the Department of Building and Safety.	343	DBS / Fire	1st Qtr. CY 2015	Agree

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152	An applicant seeking a Title 19 or Title 24 plan check by the Fire Department should not be required to return to the Fire Department on the 3 <sup>rd</sup> floor at the Metro construction services center from the 4th floor of the Metro construction services center to provide proof of payment of the Fire Department's fee.	343	DBS / Fire	1st Qtr. CY 2015	Agree
153	The Department of Building and Safety should evaluate the potential expansion of the use and application of the combination building inspector, the advantages and disadvantages, the associated costs and benefits, and develop recommendations for the consideration of the Office of the City Administrative Officer.	344	DBS	4th Qtr. CY 2015	Disagree
154	Building permit plans should be assigned for regular plan checking one (1) business day after receipt for plan check.	345	DBS	4th Qtr. CY 2014	Agree, with e-plan check
155	The Department of Building and Safety should develop and install a case management system for the building permit plan check process, as planned.	349	DBS	1 <sup>st</sup> Qtr. 2015	Agree
156	The responsibility and the authority of the Department of Building and Safety in managing the building permit plan check process on a citywide basis should be clearly spelled out in a written policy developed by the Office of the City Administrative Officer.	349	Office of the CAO	4th Qtr. CY 2014	Agree
157	The Department of Building and Safety should provide a team leader for a multi-disciplinary team responsible for keeping the review of a building permit plans on track, making sure issues involving conflicting code or regulatory issues are resolved, charting a clear course for the applicant through the review process, and making sure issues regarding the plan are identified early in the review process.	349	DBS	1 <sup>st</sup> Qtr. CY 2015	Agree
158	The Building and Safety Department should set formal written building permit plan check cycle time metrics as a joint effort by each of the bureaus, divisions, and departments involved in building permit plan checking. Ultimately, however, the General Manager needs to review these metrics to determine whether processing targets are not unacceptably long.	350	DBS	1 <sup>st</sup> Qtr. CY 2015	Agree
159	The building permit plan check cycle time metrics should identify those bureaus, divisions, and departments that should be routed building permit plans by type of plan.	350	DBS	1 <sup>st</sup> Qtr. CY 2015	Agree
160	The building permit plan check cycle time metrics should be differentiated according to whether the plan check is the first review, or a recheck of a revised plan.	350	DBS	1 <sup>st</sup> Qtr. CY 2015	Agree
161	The building permit plan check cycle time metrics should be designed to enable the structural engineering associates in the Engineering Bureau of the Department of Building and Safety to hold the bureaus, divisions, and departments involved in the building permit plan checking process accountable for the length of time the bureaus, divisions, and departments take to review and approve plans.	350	DBS	1 <sup>st</sup> Qtr. CY 2015	Agree
162	The building permit plan check cycle time metrics should be published to the Department of Building and Safety's web page, and the Department should utilize <i>BuildLA</i> to report the progress of all of the bureaus, divisions, and departments in meeting these metrics on a monthly basis, including the Department of Building and Safety, publishing the results to its web page.	350	DBS	2nd Qtr. CY 2015	Agree
163	The Department of Building and Safety should evaluate opportunities to reduce the average transaction time for building permits in the construction service centers.	357	DBS	3rd Qtr. CY 2015	Agree
164	The Department of Building and Safety should take the lead in reducing the number of customer transactions by simplifying the processes used in the construction service centers.	357	DBS	3rd Qtr. CY 2015	Agree
165	The Office of the City Administrative Officer should work with the City departments that assign staff to the construction service centers to evaluate the level of staffing necessary to meet the goal of serving 85% of the customers at the construction service centers within 15 minutes.	357	Office of the CAO	3rd Qtr. CY 2014	Agree
166	The Department of Building and Safety should report the total time for a customer to complete the process; in other words, the Department should report the total time required from start to finish for all of the transactions required to issue an express or counter plan check permit, not just the time per transaction.	357	DBS	1 <sup>st</sup> Qtr. CY 2015	Agree



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167	The Department of Building and Safety should continuously stream the counter wait times at its construction service centers to its web site.	357	DBS	2nd Qtr. CY 2015	Agree
168	The Department of Building and Safety should report the average counter wait time and transaction time for the various counters in the construction service center to its web site on a monthly basis.	357	DBS	3rd Qtr. CY 2015	Agree
169	The City should designate a "Permit Center Manager" for each construction services center. This "Permit Center Manager" should be responsible for managing all of the service delivery by all of the disciplines in the construction services center (Building and Safety, City Planning, Engineering, Fire, etc.) in terms of the customer experience including the "wait" time. The responsibilities should include assuring timely service to all customers and assisting those customers experiencing excessive "wait" time by working with managers from other bureaus / departments to bring "backup" staff to the counter. That "Permit Center Manager" should be a manager(s) with the Engineering Bureau, Department of Building and Safety.	357	Office of the Mayor	3rd Qtr. CY 2015	Additional study needed
170	The responsibilities of the "Permit Center Manager" should be clarified in a Memorandum of Agreement developed by the Office of the City Administrative Officer with all of the bureaus, divisions, and departments assigned to the construction service centers.	358	Office of the CAO	3rd Qtr. CY 2015	Agree



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Chapter 8 - Analysis of Public Improvement / Engineering Functions and Processes					
171	The Bureau of Engineering should require the B-permit applicant to provide an <i>Engineer's Estimate of Probable Costs</i> for all public improvements and work in the public right-of-way at the time of submittal of the B-permit application using an on-line spreadsheet or a City-provided form that includes unit costs.	389	BOE	1 <sup>st</sup> Qtr. CY 2015	Agree
172	The Bureau of Engineering should utilize the <i>Engineer's Estimate of Probable Costs</i> provided by the B-permit applicant to determine and collect the plan check and inspection deposit at the time of submittal of the B-permit application. The Bureau of Engineering should then immediately begin plan checking of the B-permit.	390	BOE	1 <sup>st</sup> Qtr. CY 2015	Agree
173	If the fees paid by the B-permit applicant are under-estimated, the Bureau should require the applicant to pay additional fees for plan check and inspection before completion of plan check and inspection.	390	BOE	1 <sup>st</sup> Qtr. CY 2015	Agree
174	The Bureau of Engineering should route the B-permit to other bureaus and departments using electronic plan check software, and not the applicant. This should be based upon the implementation of electronic plan submittal and plan check by the Department of Building and Safety.	391	BOE	4th Qtr. CY 2016	Agree, with implementation of BuildLA
175	The Bureau of Engineering should require the B-permits engineer of record to submit the B-permit plans electronically at initial submittal so that the Bureau can route these plans electronically using electronic plan check software. This should be based upon the implementation of electronic plan submittal and plan check by the Department of Building and Safety.	391	BOE	4th Qtr. CY 2016	Agree, with implementation of BuildLA
176	The Bureau of Engineering should not scan B-permit plans.	392	BOE	4th Qtr. CY 2016	Agree, with implementation of BuildLA
177	Before the Bureau of Engineering makes this shift to electronic plan check software, it should develop standards for submittal of these plans that includes all aspects of affected infrastructure (e.g., paving, traffic signals, signing and striping, storm drains, sewer, etc.).	392	BOE	3 <sup>rd</sup> Qtr. CY 2016	Agree, with implementation of BuildLA
178	The tentative tract map or parcel map application fee should be collected by the Department of Building and Safety at the time of the submittal by the applicant, and remitted to the Bureau of Engineering.	393	Office of the CAO	1 <sup>st</sup> Qtr. CY 2015	Additional study necessary
179	The Bureau of Engineering should not calculate the necessary tentative tract map or parcel map application fees for the Division to conduct the plan check, should not prepare a tentative tract map or parcel map application fee letter for the applicant, and should not require the applicant to travel to the Division's offices at 201 North Figueroa Street to pay the tentative tract map or parcel map application fee.	393	BOE	1 <sup>st</sup> Qtr. CY 2015	Agree
180	The Department of City Planning should route the tentative tract map or parcel map application directly to the Bureau of Engineering's District offices, to the Bureau of Engineering's Geotechnical Division, to the Bureau of Engineering's Survey Division, and to Caltrans (if the development project is near a freeway or State highway). This should occur when BuildLA goes "live" so that the Department of City Planning can effectively monitor the timeliness of the responses by the Bureau of Engineering's District offices, by the Bureau of Engineering's Geotechnical Division, and by the Bureau of Engineering's Survey Division.	394	DCP	4th Qtr. CY 2015	Agree
181	The staff at the Bureau of Engineering's District offices, at the Bureau of Engineering's Geotechnical Division, and at the Bureau of Engineering's Survey Division should plan check the tentative tract map or parcel map applications and respond directly to the Department of City Planning with the recommended conditions of approval. This should occur when BuildLA goes "live" so that the Department of City Planning can effectively monitor the timeliness of the responses by the Bureau of Engineering's District offices, by the Bureau of Engineering's Geotechnical Division, and by the Bureau of Engineering's Survey Division.	395	BOE	4th Qtr. CY 2015	Additional study is necessary.

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182	The two (2) Civil Engineering Associate II's in the Land Development Division, Bureau of Engineering assigned responsibility for routing the tentative tract map or parcel map packets to the District offices and collating these documents and submitting them to the Department of City Planning should be reallocated to the District offices, as workload warrants, for the plan checking of tentative parcel and tract maps. This should occur when <i>BuildLA</i> goes "live" so that the Department of City Planning can effectively monitor the timeliness of the responses by the Bureau of Engineering's District offices, by the Bureau of Engineering's Geotechnical Division, and by the Bureau of Engineering's Survey Division.	395	BOE	1 <sup>st</sup> Qtr. CY 2016	Additional study is necessary.
183	The responsibility for plan checking City Planning Department referrals, preparing reports to the Department of City Planning regarding conditions of approval / engineering recommendations, and preparing clearance memos to the Department of City Planning based upon a memo from the appropriate District Office and the Real Estate Group should be shifted to the District offices of the Bureau of Engineering. This should occur when <i>BuildLA</i> goes "live" so that the Department of City Planning can effectively monitor the timeliness of the responses by the Bureau of Engineering's District offices.	396	BOE	4th Qtr. CY 2015	Additional study is necessary.
184	The Civil Engineering Associate II in the Land Development Division, Bureau of Engineering assigned responsibility for these tasks should be reassigned to the District offices of the Bureau of Engineering, as workload warrants, for the plan checking of City Planning Department referrals. This should occur when <i>BuildLA</i> goes "live".	396	BOE	1 <sup>st</sup> Qtr. CY 2016	Additional study is necessary.
185	With the transfer of the responsibility for processing of the Department of City Planning Referrals and the processing of final tract and parcel maps to District Offices of the Bureau of Engineering and the staff that are responsible for the processing of these permit applications – the Civil Engineering Associates – the Civil Engineer should also be transferred to the District offices, as workload requires. This should occur when <i>BuildLA</i> goes "live".	397	BOE	1st Qtr. CY 2016	Additional study is necessary.
186	The Bureau of Engineering should clear the final map conditions by routing the final map to the departments and bureaus using electronic plan check software. The applicant should not be required to clear the map. This should be based upon the implementation of electronic plan submittal and plan check by the Department of Building and Safety.	399	BOE	4th Qtr. CY 2016	Agree with implementation of <i>BuildLA</i> and additional staff
187	The Bureau should require the final map engineer of record submit final map plans to the Bureau electronically so that the Bureau can route these plans electronically. This should be based upon the implementation of electronic plan submittal and plan check by the Department of Building and Safety.	400	BOE	4th Qtr. CY 2016	Agree with implementation of <i>BuildLA</i>
188	However, before the Bureau of Engineering makes this shift, it should develop standards for submittal of these plans that includes all aspects of affected infrastructure (e.g., paving, traffic signals, signing and striping, storm drains, sewer, etc.). This should be based upon the implementation of electronic plan submittal and plan check by the Department of Building and Safety.	400	BOE	3rd Qtr. CY 2016	Agree with implementation of <i>BuildLA</i>
189	Before the Bureau of Engineering begins to route these final maps and the documents necessary for clearances, it should work with these departments and bureaus to determine which clearances the Bureau of Engineering could provide itself without routing to other departments of bureaus, which clearances should be included as required submittals for the B-permit, which clearances should be required as part of the submittal for the final map, which clearances can be eliminated altogether, etc. This will require the roll-out of <i>BuildLA</i> to accomplish.	400	BOE	3rd Qtr. CY 2015	Agree with implementation of <i>BuildLA</i>
190	The Bureau of Engineering should accept the B-Permit plans on behalf of the Department of Transportation, and route the set of plans to the Department of Transportation. This should be based upon the implementation of electronic plan submittal and plan check by the Department of Building and Safety.	401	BOE	4th Qtr. CY 2016	Agree with implementation of <i>BuildLA</i>



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191	The B-permit applicant should not be required to submit another set of B-Permit plans to the Department of Transportation B-permit Section located at 900 North Main Street on the 9 <sup>th</sup> floor.	401	BOE	4th Qtr. CY 2016	Agree with implementation of BuildLA
192	The Department of Transportation should obtain the services of a consulting traffic engineer with expertise in traffic signal plan checking to provide backup and relief, and utilize the consultant when their staff is on vacation or otherwise unavailable.	401	DOT	3rd Qtr. CY 2014	Agree
193	The Bureau of Engineering should adopt cycle time metrics for B – permits: 30 calendar days for 1 <sup>st</sup> plan check from the date of submittal, 20 calendar days for 2 <sup>nd</sup> plan check from the date of re-submittal, and 10 days for 3 <sup>rd</sup> plan check from the date of re-submittal.	403	BOE	3rd Qtr. CY 2014	Agree with additional staff
194	The Bureau of Engineering should track and manage actual cycle times for B – permits by 1 <sup>st</sup> check, 2 <sup>nd</sup> check, 3 <sup>rd</sup> check, etc.	403	BOE	3rd Qtr. CY 2014	Agree with implementation of BuildLA
195	The cycle time objectives for B-permits should be applied on a citywide basis for all of the bureaus and departments involved in plan checking B – permits.	403	BOE	3rd Qtr. CY 2014	Agree with implementation of BuildLA
196	The Office of the City Administrative Officer should work with the Bureau of Engineering to determine the amount of fee-based staffing required for B-permits to deliver this level of service and the impact on user fees.	403	Office of the CAO	3rd Qtr. CY 2015	Agree
197	The roles and responsibilities of the Bureau of Engineering for the case management of the B – permit process should be clearly identified in a citywide policy and procedure developed by the Office of the City Administrative Officer.	406	Office of the CAO	4th Qtr. CY 2014	Agree
198	The Bureau of Engineering should assign a Civil Engineering Associate in the Private Development / Plan Check Group at the appropriate District Office of the Bureau of Engineering as a case manager for each B-permit application.	407	BOE	4th Qtr. CY 2014	Agree, but may be assigned to a different classification
199	The Bureau of Engineering Private Development / Plan Check Group at the Van Nuys office should be authorized two additional Office Engineering Technician III positions for “bond control” or the responsibility for the processing of B-permit bond paperwork. Over time, the responsibility for the processing of B-permit bond paperwork should be shifted to each of the four Bureau of Engineering District offices; this will require an adjustment in position allocations among the District offices and in the allocation of responsibilities at the four District offices.	409	BOE	3rd Qtr. CY 2014	Agree with additional staff
200	The professional-level engineers in the Bureau of Engineering’s Van Nuys office should not process the B-permit bond paperwork.	409	BOE	4th Qtr. CY 2014	Agree with additional staff



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Chapter 9 - Analysis of Code Enforcement					
201	The Code Enforcement Bureau should adopt a metric of closing an average of 85% of its cases in 45 calendar days, reporting the data separately for zoning, nuisance, dangerous building, and other, for those cases that are closed voluntarily. Cases that require forced compliance should be reported separately.	439	DBS	3rd Qtr. CY 2014	Agree
202	The Code Enforcement Bureau should adopt a metric of making the first site visit to determine the validity of the complaint in 7 calendar days from the date the complaint was received by the Bureau.	439	DBS	3rd Qtr. CY 2014	Agree
203	The City of Los Angeles should restore the number of authorized positions to the Code Enforcement Bureau that existed in fiscal year 2009. This would require an increase of 60 code enforcement officers (Building Mechanical Inspectors and Building Inspectors).	439	DBS	3rd Qtr. CY 2014	Agree
204	The City should continue to monitor the service levels and the productivity of the Bureau and continue to adjust staffing until adequate service levels are provided.	439	DBS	3rd Qtr. CY 2014	Agree
205	The span of control for supervisors in the Code Enforcement Bureau should be broadened, through attrition. The span of control should be brought within a range of one supervisor for every six to twelve code enforcement officers (Building Mechanical Inspectors and Building Inspectors).	442	DBS	3rd Qtr. CY 2014	Disagree
206	Any reduction in supervisors - Senior Building Inspectors and Senior Building Mechanical Inspectors - should be offset by equivalent increases in the number of Building Inspectors and Building Mechanical Inspectors. Any reduction should occur through attrition.	442	DBS	3rd Qtr. CY 2014	Disagree
207	The management layer of two Chief Inspectors should be eliminated, through attrition.	442	DBS	3rd Qtr. CY 2014	Disagree
208	The two Chief Inspector positions should be replaced by equivalent increases in the number of Building Inspectors and Building Mechanical Inspectors in the Code Enforcement Bureau.	442	DBS	3rd Qtr. CY 2014	Disagree
209	The Code Enforcement Bureau should develop a two (2) to three (3) page monthly performance measurement report that effectively communicates results generated by the Bureau to management and to the public.	443	DBS	4th Qtr. CY 2014	Agree
210	The Code Enforcement Bureau manager and supervisors should develop a number of monthly management information reports to track performance against objectives for first site visits after a case has been opened, for closure of cases, and to monitor the case workload and performance Code Enforcement Officers.	446	DBS	4th Qtr. CY 2014	Agree
211	The managers and supervisors of the Code Enforcement Bureau should be held accountable for using the monthly management information reports to manage the workload and performance of the Bureau.	446	DBS	4th Qtr. CY 2014	Agree
212	The supervisory and management staff of the Code Enforcement Bureau should be required to possess the California Association of Code Enforcement Officers (CACEO) Advanced Course Certification Program within 24 months of hire / appointment.	450	DBS	1 <sup>st</sup> Qtr. CY 2016	Disagree
213	The code enforcement officers within the Code Enforcement Bureau should be encouraged to possess the California Association of Code Enforcement Officers (CACEO) Basic Course Certification Program within 24 months of hire / appointment.	450	DBS	1st Qtr. CY 2016	Disagree
214	The Code Enforcement Bureau should budget funds for the costs of the testing required for its employees to take the California Association of Code Enforcement Officers Course Certification examinations and the costs of ongoing training required to maintain such certification.	450	DBS	3rd Qtr. CY 2015	Disagree
215	The code enforcement officers (the Building Mechanical Inspectors and Building Inspectors assigned to the Code Enforcement Bureau and their supervisors and managers) should obtain a 24-hour P.O.S.T. module, PC 832 Arrest, Search and Seizure certification.	452	DBS / Office of the CAO	1st Qtr. CY 2016	Disagree

Rec.#	Recommendation	Page #	Department Accountability	Timing for Implementation	Department Response
216	The Code Enforcement Bureau should budget funds for the costs of the training required for its employees to obtain a 24-hour P.O.S.T. module, PC 832 Arrest, Search and Seizure certification and the costs of ongoing training required to maintain such certification.	452	DBS / Office of the CAO	1 <sup>st</sup> Qtr. CY 2016	Disagree
217	The partnership between the Department of City Planning and the Department of Building and Safety in enforcement of the zoning code should be memorialized in a Memorandum of Agreement developed by the two departments in a process facilitated by the Office of the City Administrative Officer.	455	Office of the CAO	4th Qtr. CY 2014	Agree
218	The division of responsibility for enforcement of the zoning code between the Department of City Planning and the Department of Building and Safety should be based upon the certificate of occupancy or approval of the discretionary review permit. Until the certificate of occupancy is issued or the discretionary review application is approved, the Department of City Planning should enforce the conditions of approval in the field. That involvement should involve enforcement by the case planners for compliance with conditions of approval for discretionary review applications, and compliance with mitigation measures for the mitigated negative declaration or environmental impact review. However, once the certificate of occupancy has been issued or the discretionary review application has been approved, the enforcement roles and responsibilities should be assigned to the Code Enforcement Bureau; enforcement becomes a maintenance responsibility.	455	Office of the CAO	4th Qtr. CY 2014	Agree
219	The four positions allocated to the Code Compliance Unit in the Department of City Planning for Nuisance Abatement should be eliminated through attrition, and the incumbents reallocated to other vacant positions.	456	DCP	4th Qtr. CY 2014	Disagree
220	The City should address enforcement of Department of City Planning conditions of approval for all of the City's Conditional Use Permits. Compliance should be monitored through site inspections conducted by the staff of the Code Enforcement Bureau for a one-year period after the permit was approved.	457	DBS	4th Qtr. CY 2014	Agree
221	The City should adopt a fee, paid for at the application for the conditional use permit has been approved as a condition of approval, to recover the costs associated with the monitoring of compliance of the Conditional Use permit.	457	DBS	4th Qtr. CY 2014	Agree
222	The Code Enforcement Bureau should accept anonymous complaints and, based upon the reliability and specificity of the complaint, investigate the complaint.	458	DBS	4th Qtr. CY 2014	Disagree
223	The Code Enforcement Bureau should notify the complainant of the name of the code enforcement officer assigned their case no later than five business days after the submittal of their complaint including the name, e-mail address, and phone number of the code enforcement officer.	459	DBS	1st Qtr. CY 2015	Agree
224	The Department of Building and Safety should provide a direct link to the Code Enforcement Bureau on the Department's home page in addition to the links for Customer Feedback, Online Permit, Inspection Request, Codes and Standards, and Zoning.	461	DBS	1st Qtr. CY 2015	Agree
225	The Department of Building and Safety should enhance the web page of the Code Enforcement Bureau.	461	DBS	1st Qtr. CY 2015	Agree
226	The Code Enforcement Bureau should evaluate the geographic distribution of its workload, and reallocate its staff to reflect that geographical distribution.	464	DBS	1st Qtr. CY 2015	Agree
227	The Code Enforcement Bureau should collect data at the Council District-level to identify the neighborhoods in the City with the greatest need for public sector intervention.	464	DBS	4th Qtr. CY 2015	Agree
228	The Code Enforcement Bureau should develop neighborhood revitalization plans for those neighborhoods in the City that are in the greatest need of public sector intervention.	464	DBS	1st Qtr. CY 2016	Agree
229	The development of the neighborhood revitalization plans should be based upon a collaborative effort including the Code Enforcement Bureau, Department of Building and Safety; Department of City Planning; Police Department; Fire Department; Office of the City Attorney; Recreation and Parks Department; and the Public Works Department.	464	DBS	1st Qtr. CY 2016	Agree



Rec.#	Recommendation	Page #	Department Accountability	Timing for Implementation	Department Response
Chapter 10 - Analysis of Regulations					
230	The City Planner assigned to the Urban Design Studio should be involved in the update of the Community Plans, to provide advice and counsel to the planners assigned to updating the Community Plan regarding the urban design guidelines being developed for the Community Plan.	471	DCP	3 <sup>rd</sup> Qtr. CY 2014	Agree
231	The Department of City Planning should conduct field inspections to verify compliance with the design review conditions of approval for discretionary review applications prior to the final building inspection and / or to the issuance of a certificate of occupancy.	472	DCP	3 <sup>rd</sup> Qtr. CY 2015	Agree
232	The cost of the field inspection by the case planner from the Department of City Planning to verify compliance with the design review conditions of approval for discretionary review applications should be recovered in the discretionary fees.	472	DCP	3 <sup>rd</sup> Qtr. CY 2015	Additional study is necessary.
233	The case planner should record the specific dates and purposes of the site visits to verify compliance with the design review conditions of approval for discretionary review applications in the <i>Planning Case Tracking System</i> .	472	DCP	3 <sup>rd</sup> Qtr. CY 2015	Agree
234	The Policy Planning Bureau, as it updates the Community Plans, should include the development of street standards, comparable to the downtown street standards, the California Complete Streets Act, and the Los Angeles County Model Streets Manual.	473	DCP	3 <sup>rd</sup> Qtr. CY 2015	Agree
235	The development of these standards should be a cooperative effort with the Department of Transportation, the Department of Public Works, and the Water and Power Department.	474	DCP	3 <sup>rd</sup> Qtr. CY 2015	Agree
236	The City Planner assigned to the Urban Design Studio should be involved in the development of the design standards within re:codeLA, including participating in the development of these standards as part of the team from the Policy Planning Bureau.	474	DCP	3 <sup>rd</sup> Qtr. CY 2014	Agree
237	The Development Services Bureau, Department of City Planning should develop a policy and procedure regarding the role of the City Planner assigned to the Urban Studio in the discretionary review process.	476	DCP	3 <sup>rd</sup> Qtr. CY 2014	Agree
238	The City Planner assigned to the Urban Design Studio should provide classroom design review training to the staff of the Development Services Bureau on an ongoing and semi-annual basis. The attendance should be mandatory.	477	DCP	3 <sup>rd</sup> Qtr. CY 2014	Agree
239	Additional planning staff will be necessary for the Citywide Policy and Planning Division, Department of City Planning to update the Community Plans on a ten-year cycle and to implement the recommendations contained in the Community Plans.	486	DCP	3 <sup>rd</sup> Qtr. CY 2015	Agree
240	The Department of City Planning should work with the Office of the City Administrative Officer to assess "lessons learned" so far in the updating of the City's Community Plans and assess the allocation and adequacy of staff and consulting resources. The Department of City Planning and the Office of the City Administrative Officer should return with recommendations to the City Council so that the Department can meet the ten-year schedule for updating community plans established in January 2008.	486	DCP	1st Qtr. CY 2015	Agree
241	A summarized twenty-four to thirty-six month bar chart schedule should be prepared for all projects that are or will be assigned to the Citywide and Community Planning Division. The bar chart schedule should be updated quarterly.	488	DCP	2nd Qtr. CY 2015	Agree
242	The Citywide and Community Planning Division should expand its annual work program. The annual work program should be presented to the City Planning Commission and the Planning Land Use Management Committee of the City Council. The City Planning Commission and the Planning Land Use Management Committee of the City Council should receive semi-annual updates regarding the status of the annual work program.	489	DCP	2nd Qtr. CY 2015	Agree
243	The Citywide and Community Planning Division should prepare more detailed work programs / plans for the updates of Community Plans.	491	DCP	2nd Qtr. CY 2015	Agree

## SUMMARY OF DEPARTMENT RESPONSES TO MATRIX CONSULTING GROUP REPORT - 08-08-14

ATTACHMENT 1

Rec.#	Recommendation	Page #	Department Accountability	Timing for Implementation	Department Response
244	The Citywide Policy and Community Planning Division should prepare a quarterly project status report regarding each project undertaken by the Division no later than the fifth working day after the conclusion of the quarter.	492	DCP	2nd Qtr. CY 2015	Agree
245	The Citywide Policy and Community Planning Division should publish these reports monthly, on-line on the Internet.	492	DCP	2nd Qtr. CY 2015	Agree
246	The Citywide Policy and Community Planning Division should utilize project accounting in the City's payroll system to charge and track the hours worked on updating the Community Plans, implementation of the Community Plans, or other long-range planning tasks.	492	DCP	1st Qtr. CY 2015	Agree
247	The Department of City Planning should update the CEQA guidelines utilized by the Department.	496	DCP	3rd Qtr. CY 2015	Agree
248	The Department of City Planning should comply with the requirements of the State Public Resources Code that, thirty days after an application is accepted as complete or deemed complete, the City must complete its initial environmental study.	497	DCP	3rd Qtr. CY 2014	Agree
249	The Department of City Planning should institutionalize the requirement in a formal written policy and procedure that, thirty days after a discretionary review application is accepted as complete or deemed complete, the City must complete its initial environmental study, and hold its staff accountable for meeting this requirement.	497	DCP	3rd Qtr. CY 2014	Agree
250	The City should require that the applicant for discretionary review select a consultant of the applicant's choice, from a list of City-qualified consultants, to prepare an Environmental Impact Report or Traffic Mitigation Impact Study.	498	DCP	3rd Qtr. CY 2015	Agree
251	The Department of City of Planning should utilize "tiering" of environmental impact reports to streamline environmental review, as occurred with the Hollywood Community Plan.	499	DCP	1st Qtr. CY 2015	Agree
252	The Department should ensure that its planners receive CEQA training on an annual basis. The attendance should be mandatory.	500	DCP	2nd Qtr. CY 2015	Agree
253	The Department of City Planning should implement a monitoring or reporting program for mitigation measures associated with mitigated negative declarations or an environmental impact reports.	501	DCP	3rd Qtr. CY 2015	Agree
254	The Department of City Planning should assign responsibility to its case planners in its Development Services Bureau for the implementation of this responsibility, including field inspection and monitoring.	501	DCP	3rd Qtr. CY 2015	Agree
255	The Department of City Planning establish and collect a fee to recover the costs incurred for procedures necessary to comply with CEQA on the project including the costs of mitigation monitoring or reporting programs.	501	DCP	3rd Qtr. CY 2015	Agree
256	The Planners in the Development Services Bureau, Department of City Planning should be required to utilize PCTS or CDMS for all aspects of the discretionary review process including environmental processing requirements, environmental conditions, outside agency environmental permits and mitigation monitoring.	502	DCP	4th Qtr. CY 2014	Additional study is necessary.
257	The Department of City Planning should develop a formal written policy and procedure requiring the planners of the Development Services Bureau, Department of City Planning to utilize PCTS or CDMS for all aspects of the discretionary review application process	502	DCP	4th Qtr. CY 2014	Additional study is necessary.



Rec.#	Recommendation	Page #	Department Accountability	Timing for Implementation	Department Response
Chapter 11 - Analysis of Co-Location of Development Services					
258	The Metro Development Review Section for the Department of Transportation should be co-located with other development services functions at 201 North Figueroa Street (downtown).	509	DOT	2 <sup>nd</sup> Qtr. CY 2015	Additional study is necessary
259	The West Los Angeles Development Review Section for the Department of Transportation should be co-located with other development services functions at 1828 Sawtelle Boulevard.	509	DOT	2 <sup>nd</sup> Qtr. CY 2015	Agree
260	The staff assigned by the Department of Transportation to B-permit plan check should be co-located with other development services functions at 201 North Figueroa Street (downtown).	509	DOT	2 <sup>nd</sup> Qtr. CY 2015	Additional study is necessary
261	The staff of the Development Services Bureau, Department of City Planning that are responsible for discretionary review in the Metro area, currently located at City Hall, should be re-located to the Metro construction services center at 201 North Figueroa Street. There is sufficient vacant space for these staff.	510	DCP	3 <sup>rd</sup> Qtr. CY 2015	Additional study is necessary.
262	The Department of City Planning should assign Development Services Bureau staff to the West Los Angeles construction services center at 1828 Sawtelle Boulevard with responsibility for the discretionary review for West Los Angeles.	511	DCP	3 <sup>rd</sup> Qtr. CY 2015	Additional study is necessary.
263	Rather than assign specialists for regular plan check (Electrical Engineering Associates and Mechanical Engineering Associates) for the larger construction projects to the West Los Angeles, South Los Angeles and the San Pedro construction service centers, the Department of Building and Safety should utilize electrical plan check technology, as recommended previously, to provide electrical plan check and mechanical plan check services over the Internet, so that applicants don't have to visit a construction services center at all. The entire plan check experience for regular plan check should occur over the Internet.	513	DBS	4 <sup>th</sup> Qtr. 2016	Agree
264	The West Los Angeles, South Los Angeles and the San Pedro construction services centers should continue to provide plan check staff for express and counter plan check using generalists (Structural Engineering Associates) for structural, electrical, and mechanical plan check for smaller construction projects.	513	DBS	3 <sup>rd</sup> Qtr. 2014	Agree
265	The Department of Building and Safety should provide records research services at the West Los Angeles construction services center. If, as recommended in a previous chapter, the Department of Building and Safety is able to provide access to these records via the Internet, the need to establish a records counter at the West Los Angeles construction services center may be unnecessary.	514	DBS	2 <sup>nd</sup> Qtr. 2015	Agree
266	The Fire Department's Hydrants and Access Unit should be re-located from 221 North Figueroa Street to 201 North Figueroa Street and co-located with other Fire Department staff, as planned by the Department.	515	Fire	2 <sup>nd</sup> Qtr. 2015	Agree
267	The staff from the Department of Housing that review the <i>Tenant Habitability Plan, Confidential Memorandum</i> , or <i>Landlord Declaration of Intent to Evict</i> forms for building permits should be co-located at the construction service centers. The workload will likely not be full-time so a workstation for the staff should be established, so that these staff can perform other work for the Department of Housing when not reviewing these forms.	516	Housing	2 <sup>nd</sup> Qtr. 2015	Pending
268	The Office of the City Administrative Officer should evaluate whether sufficient workload exists to warrant the assignment of staff by the Department of City Planning and the Fire Department to the San Pedro and the South Los Angeles construction service centers, and the assignment of staff by the Department of Transportation and the Bureau of Engineering to the South Los Angeles construction services center.	517	Office of the CAO	1 <sup>st</sup> Qtr. 2015	Agree

Rec.#	Recommendation	Page #	Department Accountability	Timing for Implementation	Department Response
269	The Department of Building and Safety should be assigned responsibility to act on behalf of the Department of City Planning and the Fire Department at the San Pedro and the South Los Angeles construction service centers, the Fire Department to the West Los Angeles construction service center, and the Department of Transportation and the Bureau of Engineering at the South Los Angeles construction service centers to accept permit applications for applicants for these departments rather than require the applicants to travel to the construction service centers at Metro, West Los Angeles, or Van Nuys. This could be accomplished via the development of memoranda of agreement that clarify roles and responsibilities, the types of permits that can be issued by the Department of Building and Safety (and can't), etc.	517	DBS, DCP, , Fire	1 <sup>st</sup> Qtr. 2015	DBS (Agree); Fire (Agree); Disagree (DCP); Agree (DOT)
270	The Fire Department should assign development services staff to the Van Nuys construction services center on a full-time basis, each and every business day for the entire business day to provide a full-range of plan check services.	518	Fire	1 <sup>st</sup> Qtr. 2015	Agree
271	The Office of the City Administrative Officer should work with the departments assigned to the construction service centers to develop a proposal for the consideration of the Office of the Mayor and the City Council to expand the office hours from 8:00 am to 5:00 pm to 7:30 am to 5:30 pm at the construction service centers. This should initially be "piloted" at just one construction services center to gauge the reaction, and then, if successful, expanded to other construction services centers with high applicant volume (e.g., Metro).	519	Office of the CAO	2nd Qtr. 2015	Agree



Rec.#	Recommendation	Page #	Department Accountability	Timing for Implementation	Department Response
Chapter 12 - Analysis of the Culture of Development Service Functions					
272	The Personnel Department should conduct a cultural assessment of all of the development service functions.	524	Personnel	4 <sup>th</sup> Qtr. 2014	Agree
273	The City should appropriate \$50,000 for the cultural assessment and allocate the appropriation to the Personnel Department.	524	Office of the CAO	2 <sup>nd</sup> Qtr. 2014	Agree
274	The Personnel Department should provide training at every level of the departments, bureaus and divisions involved in development services as quickly as possible after the approval of this report by the City Council and the Office of the Mayor and after needs are identified as a result of the Cultural Assessment.	526	Personnel	1 <sup>st</sup> Qtr. 2015	Agree
275	The City should appropriate \$100,000 for the training of development services executives, supervisors and managers, and line staff and allocate the appropriation to the Personnel Department.	526	Office of the CAO	2 <sup>nd</sup> Qtr. 2014	Agree
276	The Personnel Department, in concert with the executive and top management of the City's development services, should develop and work with inter-departmental work teams to recommend changes to the development services work processes to address work flow problems and improve customer service.	527	Personnel	2nd Qtr. 2015	Agree
277	The Department of Personnel should facilitate a series of "open" town hall meetings with the employees of the City's development service functions to allow the employees to hear the rationale for the transformation of development services and voice their concerns.	528	Personnel	1st Qtr. 2015	Agree
278	The Department of Personnel should establish an e-suggestion box for the employees of the City's development service functions about how to do things more efficiently and expediently.	528	Personnel	1 <sup>st</sup> Qtr. 2015	Agree
279	The Office of the Mayor, the Office of the CAO, and the development services leadership team (General Managers and Bureau managers) should spell out the impact of the transformation of development services on the employees in its development services functions including how the transformation would personally impact employees and what it means for them personally (e.g., changes in roles and responsibilities, skills and knowledge, performance expectations, customer centric behavior, etc.).	530	Office of the Mayor	3rd Qtr. 2014	Agree
280	The Office of the Mayor, the Office of the CAO, and the development services leadership team (General Managers and Bureau managers) should build a case for the transformation of development services for employees and transmit that message. This should include a discussion of why the City is transforming development services, what is changing and what is staying the same, what are the benefits to the City and to the employees themselves.	530	Office of the Mayor	3rd Qtr. 2014	Agree
281	The Office of the Mayor should communicate the desired behaviors to the development services leadership team (General Managers and Bureau managers) and hold that leadership team accountable for those behaviors including leading, by example, with their behaviors and actions in the transformation of business processes, the co-location of staff, the enhancement of the regulatory framework, etc.	530	Office of the Mayor	4 <sup>th</sup> Qtr. 2014	Agree
282	The City should use inter-departmental teams of employees to implement the recommendations contained within this report.	530	Office of the CAO	3 <sup>rd</sup> Qtr. 2014	Agree
283	The City needs to embed this transformation of development services through metrics. The Office of the City Mayor, the Office of the CAO, and the General Managers and Bureau managers of the development services functions should collaborate to articulate the expected metrics. The General Managers and Bureau managers of the development services functions should be held accountable for meeting these metrics, to measure the expected results of the transformation (e.g., cycle time for permits) using BuildLA, to utilize inter-departmental teams to implement streamlines business practices, etc. This is not a one-time effort. It needs to be an ongoing effort.	530	Office of the Mayor	4th Qtr. 2014	Agree

Rec.#	Recommendation	Page #	Department Accountability	Timing for Implementation	Department Response
Chapter 13 - Analysis of the Plan of Organization					
284	The permit information services and staff from the five departments (Department Building and Safety, the Department of City Planning, the Department of Transportation, the Public Works Department, and the Fire Department) should be integrated into one department and one information technology unit using a shared services approach.	540	Office of the Mayor	4th Qtr. 2015	Additional study needed
285	In developing the shared services concept for BuildLA, the City will need to determine the role of the information technology service provider for BuildLA service delivery.	540	Office of the Mayor	3rd Qtr. 2015	Agree
286	In the implementation of the shared services concept for BuildLA, a memorandum of agreement should be developed between the service provider and the departments that are customers of the service provider.	540	Office of the Mayor	3rd Qtr. 2015	Agree
287	A BuildLA issue resolution framework will need to be developed. There needs to be a mechanism for raising and resolving the inevitable issues that will arise between the customers for the shared service delivery of BuildLA and the service provider. Ideally, a governance council will oversee this process.	540	Office of the CAO	3rd Qtr. 2015	Agree
288	The processes used for the service delivery of BuildLA will have to be a "one size fits all." It is unrealistic to expect that BuildLA business processes can be customized for each department.	540	Office of the Mayor	3rd Qtr. 2014	Agree
289	The Department of Building and Safety should be designated as the service provider for the information technology services associated with BuildLA.	540	Office of the Mayor	3rd Qtr. 2014	Additional study needed
290	A Bureau-level manager should be authorized to manage the BuildLA shared service given its importance in service delivery for the City of Los Angeles.	540	Office of the Mayor	3rd Qtr. 2015	Agree
291	Once the City of Los Angeles completes the development and deployment of the shared services concept for BuildLA, it should proceed to the development of a shared services concept for fund accounting for the revenues collected by the development service functions in these five departments.	540	Office of the Mayor	3rd Qtr. 2016	Agree
292	The Department of City Planning should assign the staff in the Development Services Bureau geographically at the Metro, Valley, and the proposed West Los Angeles office.	549	DCP	2nd Qtr. 2015	Disagree
293	The Department of City Planning staff assigned to the Subdivision Section, the Zoning Administrator Section, and the Major Projects Section should be reassigned to the Metro and Valley Neighborhood Project sections, and also used to open a proposed West Los Angeles office.	549	DCP	2nd Qtr. 2015	Disagree
294	The Associate Zoning Administrator supervising the construction service centers for the Department of City Planning should be reclassified as a Principal City Planner.	549	DCP	3rd Qtr. 2014	Additional study is necessary
295	The vacant Principal Planner position that reports to the Deputy Director of the Development Services Bureau, Department of City Planning should be utilized to supervise one of the three Neighborhood Projects offices at the Metro, Valley, or West Los Angeles offices of the Department of City Planning.	549	DCP	3rd Qtr. 2014	Additional study is necessary
296	The Senior City Planner position in the Office of Zoning Administration should be reallocated to management of professional planners assigned to Neighborhood Projects at the Metro, Valley, or West Los Angeles offices of the Department of City Planning.	549	DCP	3rd Qtr. 2014	Additional study is necessary
297	The vacant Senior City Planner in the construction services center should be reallocated to management of professional planners assigned to Neighborhood Projects at the Metro, Valley, or West Los Angeles offices of the Department of City Planning.	549	DCP	3rd Qtr. 2014	Additional study is necessary
298	The vacant Senior City Planner position in Expedited Processing should be reallocated to management of professional planners assigned to Neighborhood Projects at the Metro, Valley, or West Los Angeles offices of the Department of City Planning.	549	DCP	3rd Qtr. 2014	Additional study is necessary
299	Two Principal City Planner positions should be authorized for the Development Services Bureau, Department of City Planning to enable implementation of a geographically based plan of organization.	549	DCP	3rd Qtr. 2014	Disagree



Rec.#	Recommendation	Page #	Department Accountability	Timing for Implementation	Department Response
300	A Senior City Planner position should be authorized for the Development Services Bureau, Department of City Planning to enable implementation of a geographically based plan of organization.	549	DCP	3rd Qtr. 2014	Additional study is necessary
301	The Development Services Bureau, Department of City Planning should conduct a staffing and workload analysis to determine the appropriate distribution of professional-level planner positions at the Metro, Valley, or West Los Angeles offices of the Department of City Planning.	549	DCP	3rd Qtr. 2014	Disagree
302	The Office of the Mayor should develop a formal citywide written policy and procedure regarding process ownership for the discretionary review process, the building permit process, and the engineering permit process and the authority of the process owner to act on behalf of the Office of the Mayor with a clear, final decision-maker role.	555	Office of the Mayor	1st Qtr. 2015	Agree
303	The policy and procedure developed by the Office of the Mayor should designate the process owner as an executive, a General Manager, who possesses the necessary organizational clout and authority to act on behalf of the Office of the Mayor, not just negotiate.	556	Office of the Mayor	1st Qtr. 2015	Agree
304	The policy and procedure developed by the Office of the Mayor should assign responsibility to the process owner to work with inter-departmental teams to improve and streamline the process, monitor the service levels delivered by the process (e.g., cycle time), and manage the process in terms of the levels of service provided (e.g., cycle time).	556	Office of the Mayor	1st Qtr. 2015	Agree
305	The Office of the Mayor should closely monitor implementation for the first 12 to 18 months after adoption of the process ownership policy, particularly decisions involving the senior management team across departmental boundaries. In essence, representatives of the Office of the Mayor should be at the table for the first twelve to eighteen months after adoption of process ownership to ensure successful adoption.	556	Office of the Mayor	2nd Qtr. 2015	Agree
306	The Office of the Mayor should solicit ongoing feedback during the first 12 to 18 months of implementation of the process ownership policy and procedure regarding what is and is not working well, and "tweak" the process owner policy and procedure as necessary.	556	Office of the Mayor	1st Qtr. 2016	Agree
307	Any development services bureau, division or department whose services are funded via a special revenue fund should be authorized to immediately fill any vacant positions that are funded as part of the special revenue fund, and not require the approval of the City's vacant position review committee.	559	Office of the CAO	3rd Qtr. 2014	Agree
308	The City should initiate contracts with consultants for peak development services plan check and permit workload in Planning, Building and Safety, Transportation, Engineering, and Fire. This should be used just to manage temporary peak workload and to temporarily respond to vacancies in positions.	559	Office of the CAO	4th Qtr. 2014	Agree
309	The development service functions should explore alternative staffing arrangements in which part-time staff are utilized to meet these peak staffing workload demands.	559	Office of the CAO	4th Qtr. 2014	Agree
310	The City should functionally transfer development services from five departments to a new Department including the Department of Building and Safety; the Department of City Planning; Fire Department; the Department of Transportation; and the Bureau of Engineering, Department of Public Works.	569	Office of the Mayor	TBD	Disagree
311	The functional transfer should <u>only</u> occur after business processes have been substantively streamlined, <i>BuildLA</i> has gone live, development services staff have been co-located, and the culture of the development services functions have been substantially aligned.	569	Office of the Mayor	TBD	Disagree
312	The functional transfer should not happen all at once. The transition to a new Department should occur over a one to two year period. The functional transfer, however, should begin with the transfer of the Department of City Planning and the Department of Building and Safety to a new department. After the successful transition of this transfer, other functions could be transferred to the new department.	569	Office of the Mayor	TBD	Disagree
313	The City should add a position to manage the new Department: a General Manager.	569	Office of the Mayor	TBD	Disagree

Rec.#	Recommendation	Page #	Department Accountability	Timing for Implementation	Department Response
314	The City should eliminate, through attrition, thirteen (13) positions upon the functional transfer.	569	Office of the Mayor	TBD	Disagree
315	The new Department and the Fire Department should develop a Memorandum of Agreement to clarify the roles and relationships between the new Department and the staff transferred to the new Department from these other departments.	569	Office of the Mayor	TBD	Disagree
316	The new Department should bring together executives, supervisors, and line employees, representing all of the Bureaus in the Department, to develop a mission statement for the new Department, shortly after the formation of the new Department. The Matrix Consulting Group should not develop the mission for the new Department.	571	Office of the Mayor	TBD	Disagree
317	The title of the new Department should be the Planning, Building and Safety Department.	572	Office of the Mayor	TBD	Disagree



Rec.#	Recommendation	Page #	Department Accountability	Timing for Implementation	Department Response
Chapter 14 - Analysis of Cost Recovery for Development Services					
318	The Office of the City Administrative Officer should expand the revenue policy within the City's financial policies as it pertains to user fees, for the consideration of the City Council.	585	Office of the CAO	1 <sup>st</sup> Qtr. 2015	Agree
319	The policy developed by the Office of the City Administrative Officer should require that, generally, cost recovery for development services should be 100% with the exception of appeals. However, in charging full cost recovery levels, the City needs to clearly establish and articulate metrics for its performance to ensure that there is "value for cost."	585	Office of the CAO	1 <sup>st</sup> Qtr. 2015	Agree
320	Upon adoption of the expanded revenue policy by the City Council, the Office of the City Administrative Officer should work with the Department of City Planning to evaluate cost recovery, including direct and indirect costs, and return to the City Council with recommendations regarding appropriate levels of cost recovery for the services provided by the Department.	587	Office of the CAO	1 <sup>st</sup> Qtr. 2015	Agree
321	The City should fund the delivery of development services delivered by the Department of City Planning, Department of Transportation, Bureau of Engineering, and Fire Department through special revenue funds.	588	Office of the CAO	1 <sup>st</sup> Qtr. 2015	Agree
322	The use of special revenue funds for the delivery of development services by the Department of City Planning, Department of Transportation, Bureau of Engineering, and Fire Department should <u>not</u> be based on the presumption that user fees and service charges should fund all of the services.	588	Office of the CAO	1 <sup>st</sup> Qtr. 2015	Agree
323	The revenue policy for the City should be expanded to include a goal of maintaining a diversified and stable revenue stream to provide a greater reliance on user fee service charges to reduce reliance on property tax revenues.	589	Office of the CAO	1 <sup>st</sup> Qtr. 2015	Agree
324	The revenue policy for the City should be expanded to require that managers for special revenue funds prepare long-term financial plans for the consideration of the Office of the City Administrative Officer.	589	Office of the CAO	1 <sup>st</sup> Qtr. 2015	Agree
325	The Bureau of Engineering should migrate towards a flat fee for the processing of B-permits.	589	Office of the CAO	1 <sup>st</sup> Qtr. 2015	Agree
326	A comprehensive user fee study should be conducted for the development service functions in the Bureau of Engineering, Fire Department and the Department of Transportation.	590	Office of the CAO	1 <sup>st</sup> Qtr. 2015	Agree
327	The City of Los Angeles should conduct a nexus study as the basis for establishing a fire facilities fee. A nexus study is an analysis of the need to establish a fire facilities fee based upon an analysis of the population growth of the City of Los Angeles and the associated capital facilities associated with growth.	591	Fire	1 <sup>st</sup> Qtr. 2015	Agree
328	The Office of the City Administrative Officer should develop for consideration of the City Council a user fee waiver / reduction policy. The purpose of the policy should be to provide a uniform and consistent guideline for receiving, reviewing, considering and processing requests for fee waivers or reductions.	594	Office of the CAO	1 <sup>st</sup> Qtr. 2015	Agree
329	These requests for fee waivers or reductions should be received, reviewed, considered and processed by the Office of the City Administrative Officer, with recommendations developed for consideration of the City Council.	594	Office of the CAO	1 <sup>st</sup> Qtr. 2015	Agree

**Exhibit A – Draft Updated Ordinance No. 180542**  
*(subject to review and final preparation by the City Attorneys' Office)*

An ordinance establishing Section 19.15 within Article 9 (Fees) of Chapter 1 of the Los Angeles Municipal Code to be called: "DEPARTMENT OF TRANSPORTATION TRAFFIC STUDY REVIEW, CONDITION CLEARANCE AND PERMIT ISSUANCE FEES" related to application fees paid to the Department of Transportation for the review and assessment of traffic study reports, condition clearance and permit issuance activities related to obtaining any environmental clearance for private development projects within the City of Los Angeles.

Section 1. Section 19.15 of the Los Angeles Municipal Code shall be updated to read as follows:

**Sec. 19.15 DEPARTMENT OF TRANSPORTATION TRAFFIC STUDY REVIEW, CONDITION CLEARANCE AND PERMIT ISSUANCE FEES**

The following specific fees shall be paid to the Department of Transportation for the preparation and processing of traffic reports, clearance of conditions and permit sign-offs in connection with obtaining any environmental clearance and/or permit issuance related tasks.

1. Building Permit Sign Offs ( <u>Note 1</u> )	\$365
2. Dedication & Widening Waivers	\$445
3. DOT Referral Form ( <u>Note 2</u> )	\$430
4. Driveway Permit Sign Offs ( <u>Note 3</u> )	\$535
5. Haul Route Review	\$420
6. Master Plan / Complex Circulation Review ( <u>Note 4</u> )	\$1,595
7. Project Condition Clearance ( <u>Note 5</u> )	\$270
8. Revocable Permit	\$205
9. Street Vacation Requests	\$965
10. Subdivision Report	\$205
11. TDM Compliance / Trip Monitoring Report Review	\$770
12. Technical Study ( <u>Note 6</u> )	\$1,340
13. Traffic Study MOU	\$1,175
14. Traffic Study Review ( <u>Note 7</u> )	\$7,480
15. Traffic Study Review / Plan Review – Expedited	See Section 3
16. Worksite Traffic Control Plan Review (non B-permit)	\$1,645

**Note 1:** For a project with multiple addresses and permits (i.e., multi-family units), \$370 should be charged per distinct site plan and not per unit. For example: if, for a 100 unit small lot subdivision condominium project, each unit falls into one of three different site plan options, then the DOT review fee should be \$1,110 (\$370 X 3) even if there are 100 separate building permits to approve.

**Note 2:** The DOT Referral Form may also be submitted to DOT in the form of an Initial Site Assessment Form or a Site Plan Review Form. If this is the case, the DOT Referral Form fee would still apply.

**Note 3:** When reviewing a Building Permit application that also includes a Driveway Permit Sign Off, the applicant should not be charged two fees (Building Permit and Driveway Permit). Instead, the applicant should be charged only the Building Permit fee if the driveway plan does not include a new curb cut. If the driveway plan does include a new curb cut, then the applicant should only be charged the Driveway Permit Sign-Off fee.

**Note 4:** This fee applies to Master Plan type developments or large scale projects with complicated circulation plans that require considerable staff time to help applicant arrive at an acceptable access and circulation plan.

**Note 5:** \$270 for the first 3 condition clearances plus \$200 for each additional condition clearance.

**Note 6:** A "technical study" can include technical memorandums (defined in LADOT's Traffic Study Guidelines), trip generation assessments, traffic study supplements, shared parking analyses, etc. The fee includes the cost to process a study MOU, if required.

**Note 7:** \$7,480 for the first 10 study intersections plus \$400 per each additional study intersection, not to



exceed a total of \$25,000.

**Special Note:** *If a project is approved by LADOT through the subdivision clearance or building permit process and the applicable fees have been paid, future approvals will not require additional fees as long as there have been no substantial changes to the approved portion of the project.*

Section 2. The aforementioned fees include a 5% surcharge. Therefore, 5% of each fee collected should be deposited into the Transportation Review Fee Fund No. 50Y. This fund shall be used exclusively by the Department of Transportation to provide funding for the continual enhancement of development review related information technology systems and for procurement costs associated with equipment, software, materials, staff training and, if needed, consultant services. Except as provided herein, all fees collected shall be credited to the General Fund.

Section 3. The Department of Transportation shall offer expedited services in the review of traffic studies or the review of B-permit design plans. Project applicants can choose to pay a higher review fee to allow Department of Transportation staff to work overtime hours to expedite their review. The actual review fee to process a traffic study, which will be greater than the standard traffic study review fee, will be determined by the Department of Transportation during the preparation of the Traffic Study Memorandum of Understanding executed between the department and the applicant's representative. The fee established shall be based on the applicant's desired completion date, the availability of staff to work overtime and the affected division's case workload. During times of peak workloads, the expedited review fee may be utilized by the Department of Transportation to procure an outside firm from the department's pre-screened list of consultants to conduct the review of the study. Similarly, the actual fee to process B-permit design plans shall be established by the Department of Transportation at the pre-design meeting with the applicant's representative.

Section 4. The fees set forth in this Ordinance and in Section 19.15 of the Los Angeles Municipal Code shall be revised by the Department of Transportation to account for any staff salary cost of living adjustments. Such fee revisions shall be prepared by the Department of Transportation at least one month in advance of the adjusted salaries. The revised fees shall be published by the Department of Transportation in a newspaper of citywide circulation at least two weeks prior to the new fees taking effect.

Section 5. The City Clerk shall certify to the passage of this ordinance and have it published in accordance with Council Policy, either in a daily newspaper circulated in the City of Los Angeles or by posting for ten days in three public places in the City of Los Angeles: one copy on the bulletin board located in the Main Street lobby to the City Hall; one copy on the bulletin board located at the ground level at the Los Angeles Street entrance to the Los Angeles Police Department; and one copy on the bulletin board located at the Temple Street entrance to the Los Angeles County Hall of Record.

I hereby certify that the foregoing ordinance was passed by the Council of the City of Los Angeles at its meeting of \_\_\_\_\_.

Holly L. Wolcott, City Clerk,

By \_\_\_\_\_  
Deputy

Approved \_\_\_\_\_

\_\_\_\_\_  
Mayor

I approve this ordinance and recommend its adoption

Approved as to Form and Legality

Mike Feuer, City Attorney

\_\_\_\_\_  
Jon Kirk Mukri, General Manager  
Department of Transportation

By \_\_\_\_\_  
Michael Nagle  
Assistant City Attorney

Date: \_\_\_\_\_

File No. \_\_\_\_\_