



ANTONIO R. VILLARAIGOSA
MAYOR

EXECUTIVE DIRECTIVE NO. 21

Issue date: August 26th, 2011

SUBJECT: Development Services Collaborative

Introduction

Development represents a critical source of employment in Los Angeles. Even in the midst of our current economic slow-down, the \$3.3 billion in construction approved last year represents 23,500 construction jobs. Last year, I launched a Development Reform Initiative. Specifically, I directed the City to retain the services of a consulting team to examine our development review processes and offer solutions that would create a more efficient, predictable, and transparent process—not just for developers and big business, but for everyone. The product of this work, a written “Strategic Plan for Development Reform,” was just published by the City. It is the result of six months of intense collaboration between my office, the consultants, management and staff from all the departments involved in the development review process, industry professionals, and community stakeholders from across the City. I am proud of the citywide cooperation that produced this plan, and I will continue to drive these reforms.

The Strategic Plan outlines a targeted set of actions to improve the City’s development review processes, enhance technology, and update codes and policies to create an efficient, transparent, and predictable process for all participants. The intent of this Executive Directive is to establish a governance structure that empowers the departments that provide Development Services to execute these crucial reforms. Pursuant to this Executive Directive, there is hereby established a Development Services Collaborative. “Development Services” is the term ascribed to the processes and services performed by multiple City departments for the regulation of land use and construction. The “Development Services Collaborative” is the group of inter-departmental entities, as outlined in this Executive Directive and established by mutual agreement among the involved parties, that works together on projects and activities that will enhance the delivery of Development Services in the City of Los Angeles. The Development Services Collaborative will ensure the oversight, coordination, and spirit of collaboration across all City departments necessary to ensure implementation of these critical improvements. It will also ensure strategic, citywide cooperation in the ongoing provision of Development Services and related operations.

Development Services Cabinet

The Development Services Cabinet (DS Cabinet) is hereby established to manage the Development Services Collaborative. The DS Cabinet will be chaired by the Deputy Mayor for Economic and Business Policy (OEBP) or his or her designee, and the permanent members shall include the:



- Director of Planning
- General Manager, Department of Building and Safety
- City Engineer
- Senior Assistant General Manager, Department of Water and Power
- Chief Executive Officer, Community Redevelopment Agency
- General Manager, Department of Transportation
- Fire Marshall

If a permanent member is unable to attend, he or she may designate an individual with decision-making authority from the same department to attend in his or her place. All City departments will support the Development Services Cabinet and attend meetings as requested. The Development Services Cabinet shall meet monthly or upon request of the Mayor's Office.

In an advisory capacity, the DS Cabinet will address interdepartmental operational issues and oversee a range of shared services that require cooperation between two or more departments. These shared services include but are not limited to:

- Land Development Committee
- Development Services Case Management
- Construction Liaison Network
- Build LA and other shared technology
- Consulting services for small- and medium-sized projects
- One-Stop Construction Service Centers
- Development Services cashiering
- External relations and public outreach for Development Services
- Continuation of implementation improvement teams under a Development Services Project Manager

Land Development Committee

To provide a forum for the resolution of differences involving conflicting conditions identified during project review, a Land Development Committee is hereby established. The Land Development Committee will be chaired by the Department of City Planning, in recognition of the importance of good urban planning and design in all land use and development decisions. Permanent regular members will be Assistant General Managers or senior-level staff with decision-making authority from the Department of Building and Safety, the Bureau of Engineering, the Department of Transportation, the Department of Water and Power. Other City departments should attend meetings as needed. Initially the Land Development Committee's authority will be advisory. To strengthen its authority, the Department of City Planning shall evaluate and pursue the instruments, legislative or otherwise, necessary to codify the authority of the Land Development Committee in conformance with the City Charter and the authority and responsibilities of participating Departments and Bureaus as described therein.

Development Services Case Management

Development Services Case Management (DSCM) is hereby established as an interdepartmental office that helps customers through the City's development review process by

providing project navigation, facilitation, and problem-solving services to project applicants. The Department of Building and Safety, Department of City Planning, Bureau of Engineering, Department of Water and Power, and Department of Transportation shall provide permanent staff to serve as Development Services Case Managers and all other departments shall provide assistance and support as requested. Staff provided to DSCM will remain staff of the various departments, but will act as an interdepartmental body to address case management issues, under the direction of a Chief of Case Management, as designated by the Office of the Mayor.

Construction Liaison Network

DSCM shall be supported by the Construction Liaison Network (CLN). The CLN is a network of departmental members from the City departments involved in Development Services who work with Development Services Case Managers to troubleshoot project conflicts and issues. The CLN is comprised of staff designated by the Chief of Case Management, as authorized by department heads from the Community Redevelopment Agency, the Department of Cultural Affairs, the Fire Department, the Housing Department, the Department of Recreation and Parks, the Bureau of Sanitation, the Bureau of Street Lighting, and the Bureau of Street Services. Similar to DSCM, CLN staff will remain staff of their various departments, but will work with DSCM to address case management issues.

Development Services Project Manager

An individual to be named by the Office of the Mayor will be responsible for the implementation of the Strategic Plan. Initially this position will be funded by and housed in the Department of Building and Safety. The funding source and working location for this position may be adjusted in the future.

Development Industry Advisory Committee

To ensure that Development Reform efforts are conducted with private sector input, the Development Industry Advisory Committee (DIAC) is hereby established. The Development Services Collaborative shall provide regular updates to and seek input from DIAC. DIAC will be chaired by a member selected from its ranks and will include members selected by the Mayor's Office to represent small and large developers, commercial and residential builders, architects, engineers, transportation specialists, land use lawyers, and consultants. DIAC will determine the frequency of these meetings, and department staff shall attend and participate as requested by the Mayor's Office.

PlanCheckNC

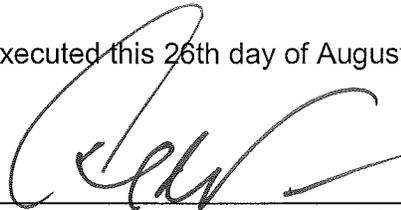
Community perspective and input is as important as the development industry's perspective and advice. PlanCheckNC is a grassroots alliance created by Neighborhood Council stakeholders from across the City to promote greater public participation in planning and land use issues and make government more responsive to local community needs. PlanCheckNC members include representatives from Neighborhood Councils, homeowners' associations, and other constituencies across the City. The Development Services Cabinet shall provide regular updates to and seek input from PlanCheckNC. The Department of City Planning routinely attends PlanCheckNC's monthly meetings and can provide Development Reform updates.

OEBP will determine if other department staff should attend or present additional updates or seek advice and input regarding Development Reform strategic initiatives.

Accountability and Transparency

The DS Cabinet shall develop appropriate metrics for tracking progress of the Development Reform Initiative and ongoing delivery of Development Services by the City. Departments will be responsible for collecting necessary data and reporting metrics to the DS Cabinet at a frequency to be determined by the DS Cabinet. The DS Cabinet shall report performance metrics to the Mayor's Office on a regular basis, in a format and frequency prescribed by the Mayor's Office.

Executed this 26th day of August, 2011

A handwritten signature in black ink, appearing to read 'Antonio R. Villaraigosa', written over a horizontal line.

ANTONIO R. VILLARAIGOSA

Mayor