



**CITY OF BEVERLY HILLS
STAFF REPORT**

Meeting Date: October 2, 2012
To: Honorable Mayor & City Council
From: Susan Healy Keene, AICP, Director of Community Development
Subject: Community Development Department Work Program Priorities
Attachments:

1. FY 2012-2013 Budget Work Program (CDD)
2. Non-budgeted Work Effort/Priorities
3. Status on Mayor's Task Force Recommendations
4. Status on Private Development Activity
5. FY 2011-12 Accomplishments

RECOMMENDATION

Staff recommends that the City Council review the work program and confirm assigned priority of work efforts or adjust as appropriate.

INTRODUCTION

The adopted FY 2012-2013 Budget includes the work program for the Community Development Department (Attachment 1). The work program takes into account City Council priorities, available staff resources, and the amount of time needed to complete each task.

The most significant variable in the work program each year is the amount of private development activity presented each year. While development levels were reduced during the recession, development activity has increased during the first six months of 2012 compared to the same period in 2011. Building permit revenue is up 27%, and building plan check revenue is up 14%; these are viable indicators of current and future construction activity, respectively. The upward trend spans all sectors of development, as projects in various stages include:

- 24 major tenant improvements or new commercial buildings;
- 5 new multi-family buildings; and
- 19 new single family homes under plan review.

Meeting Date: October 2, 2012

This construction activity translates into a variety of revenue streams to the City, including not only plan check and permit fees, but also School Development fees, Park and Recreation Construction taxes, Bedroom and Dwelling Unit taxes, and Public Fine Art Contribution fees.

During the past calendar year, three Task Forces: the Mayor's Task Force on Government Efficiency; the Small Business Task Force; and the Southeast Task Force; met and provided recommendations to further their specific goals. Nearly all of the recommendations of the Mayor's Task Force are work items in Community Development. Many of these recommendations have been accomplished as noted on Attachment 3 and were included in the FY 2012-13 budget. However, recommendations of the other two Task forces were not known at the time work program was approved. These non-budgeted work items are identified on Attachment 2.

A number of work program items will continue past the current fiscal year due to the required amount of outreach, analysis, and review. Staff is committed to address all work item requests; however, additional work items would only get addressed as resources and time become available, unless Council supports a modification to the current Work Program. This study session discussion provides City Council an opportunity to discuss and, as appropriate, refine the Community Development Department Work Program.

ANALYSIS

Staff created a matrix to identify each work item, the source of the request, and an assessment of the relative priority of each work effort. The factors considered in the assessment were the **goals or policies** advanced by the work effort, the **resources** necessary to accomplish the work effort, and the required **process timeline**.

Description of Work

The work plan identifies several policy projects that will include significant work effort during FY 2012-13, but due to the outreach and analysis required, will not be completed until FY 2013-14. These include:

- Housing Element 2014-21 Update;
- Amendments to the R-1 single family development standards to address massing and bulk; and
- Zoning Ordinance clean-up and minor amendments.

Recommendations from the Southeast Task Force and the Small Business Task Force were identified after approval of the budget. Two specific items highlighted would be the responsibility of Community Development:

- In-lieu Parking Study/Program (Southeast Task Force)

Meeting Date: October 2, 2012

- Vacant Storefront Signage (Small Business Task Force, but also directed by Council in earlier discussions)

Both of these items are identified as “B” items. Council may wish to consider whether to modify the priority of these items and how that may affect other items.

Goals

Council directs work to advance City goals and policies. Not all work items may provide the same level of benefit to the City. The work program should attempt to balance the benefit to the city versus the amount of resources and time needed to complete the task. Staff identified the following key areas to measure the impact of a work effort:

- **Economic Sustainability (ES)**: includes branding efforts, ensuring that the City’s revenue stream is protected and enhanced to provide excellent City services;
- **General Plan Goal/Policy (GP)**: items that promote implementation of the City’s adopted General Plan goals and policies;
- **Vision Statement (VS)**: efforts that fulfill one of the City’s five vision statements;
- **Core Government Function (GF)**: includes activities that advance and improve basic city functions such as permit processing and issuance, plan review, and Council and Commission support;
- **Process Improvements (PI)**: efforts to work most efficiently and effectively to provide the very best customer service.
- **City Strategic Plan (SP)**: items that further the goals and objectives identified to improve the city organization;
- **Department Initiative (DI)**: includes specific goals to improve the overall operation of the Department.

Resources

Each work effort has a different amount of hours and varied number and levels of personnel needed to achieve results. Staff resources are fully allocated for the proposed work program. As noted, development activity appears to be increasing which will require additional staff time to maintain established turnaround times. With an increase in development, additional staff for a limited term may be needed. There is also limited capacity to increase the amount of policy work that can be added since only one senior planner and one assistant planner (currently vacant) is assigned to policy planning work items at this time. This arrangement is possible with the support of consultants on major policy issues such as the Housing Element and the Zoning Code revisions and amendments, including the R-1 Massing and Bulk Standards. The cost of consultants was anticipated and included in the approved FY 2012-13 budget.

Meeting Date: October 2, 2012

Time Frame

The process to achieve each work item varies depending on the amount of research required, additional staff analysis, public outreach, the number of required Commission and Council meetings, and any requirements due to State law, such as CEQA review.

For those Planning work items included in FY 2012-13, staff provided the estimated completion date. For those work items not yet included in the work program, an estimate of the length of time to complete the work item has been included.

Ranking

Using the factors noted above, staff ranked the A, B, and C priority of the work items. This exercise is intended as the beginning of a discussion. Ultimately, Council directs the work of staff and may reach a different conclusion as to the relative importance of any work item.

The items identified as "A" priorities are currently included as part of the Department's FY 2012-13 Work program. Items identified as "B" items are those that move up in priority as "A" items are completed. Any items shown as "C" are not expected to be initiated in this fiscal year and can be considered as potential work program items in future years.

FISCAL IMPACT

The recommendation contained in this report has no immediate or direct fiscal or budget related impact. However, changes to the Work Program may alter the completion of certain tasks or result in new tasks that may require appropriation of funds to pay for consultant work.

ALTERNATIVES

- 1) Council may prefer a revised priority or time frame and direct staff to return with a modified work plan;
- 2) Council may wish to direct a subcommittee to review the entire list of work items and return with recommendations to Council;

Susan Healy Keene, AICP

Approved By



Attachment 1

FY 2012-2013 Budget Work Program
(CDD)

**ATTACHMENT 1
ADOPTED BUDGET WORK PROGRAM AND PRIORITIES**

FY2012 - 13

NO.	TITLE/DESCRIPTION	SOURCE	ES	GP	VS	GF	PI	SP	DI	REQUIRED ACTION	DEPARTMENT PROGRAM	% of COMPLETION	ESTIMATED COMPLETION	PRIORITY
ADMINISTRATION														
A01	Staff Roles and Responsibilities.	2012-13 Budget, Council Priority					x	x	x	Review and redefine roles and responsibilities based on department reorganization	Administration	40%	June 2013	A
A02	Quality Assurance Program	2012-13 Budget			x		x		x	Develop a quality assurance program by establishing protocols	Administration	10%	June 2013	A
A03	Public Outreach Program	2012-13 Budget					x		x	Develop a public outreach program	Administration	30%	June 2013	A
A04	Support for the new Enterprise Resource Planning system	2012-13 Budget				x	x	x		Provide project level support including application review, testing and providing feedback related to system functionality	Administration	60%	Dec 2012	A
A05	Desk Manuals	2012-13 Budget					x	x		Facilitate the completion of desk manuals from each of the department programs to capture institutional knowledge	Administration	40%	June 2013	A
A06	Customer service training	2012-13 Budget			x	x	x	x		Provide customer service training to all staff members	Administration	10%	Jan 2013	A
A07	Cross-training	2012-13 Budget					x	x	x	Develop a cross training program for staff's promotional opportunities	Administration	15%	June 2013	A

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DEVELOPMENT SERVICES														
DS01	Plan review turn-around time	2012-13 Budget, Council Priority	x			x	x	x	x	Improve the quality of customer service by streamlining the plan review turn-around time for commercial and residential construction work within the City. Emphasis in plan review streamlining through the implementation of an online electrical plan submittals	Development Services	60%	Ongoing effort	A
DS02	Plan review correction library	2012-13 Budget, Council Priority	x				x	x	x	Develop a plan review correction library for online electronic plan submittals in order to establish consistent use and application of plan review corrections	Development Services	15%	June 2013	A
DS03	Over-the-counter virtual electronic plan review submittals	2012-13 Budget, Council Priority	x				x	x	x	Develop a process for timely (48-hour) over the counter virtual electronic plan review submittals in cooperation with planning program	Development Services	15%	June 2013	A
DS04	Staff roles and Responsibilities.	2012-13 Budget					x	x	x	Establish and develop "Roles and Responsibilities" that are consistent with other city review agencies	Development Services	60%	June 2013	A
DS05	Customer Service Survey	2012-13 Budget				x	x	x	x	Improve current Customer Service Survey to better represent the newly established Development Services program and deploy it to focus groups	Development Services	90%	Ongoing effort	A
DS06	Insurance Service Office Audit	2012-13 Budget	x		x				x	Conduct and complete the Insurance Service Office (ISO) audit to recertify the current Class 1 rating under the new 2010 code for Building and Safety	Development Services	30%	Dec 2012	A

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DS07	Cashiering System in Permit Center	2012-13 Budget					x		x	Evaluate and improve the cashiering process in the Permit Center	Development Services	90%	Sept 2012	A
DS08	CA Revenue and Tax Code Requirement	2012-13 Budget						x	x	Develop a process to comply with the California Revenue and Tax Code requirement to provide all building plans and Certificate of Occupancy electronically to the LA County Tax Assessor	Development Services	15%	June 2013	A
DS09	Wood Roof Ordinance Campaign	2012-13 Budget			x	x			x	Conduct a public awareness campaign on Class A wood roof ordinance which takes effect in 2013	Development Services	75%	Jan 2013	A

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COMMUNITY PRESERVATION														
CP01	View Preservation Code Enforcement and Public Education	2012-13 Budget, Council Priority			x	x			x	Provide code enforcement and public education in support of the view preservation ordinance	Community Preservation	30%	June 2013	A
CP02	Outdoor Dining Survey	2012-13 Budget	x			x			x	Provide code enforcement support to Planning program's proactive survey of restaurant's outdoor dining	Community Preservation	0%	May be deferred	A
CP03	Commercial signage	2012-13 Budget	x		x	x			x	Conduct a public outreach and education program targeted at commercial signage	Community Preservation	50%	June 2013	A

e-Gov-CD														
EG01	Documentation of processes of Plan Check Counter and electronic plan review services	2012-13 Budget					x	x	x	Document processes for plan check counter and electronic plan review services	E-Gov	10%	June 2013	A
EG02	Electronic plan review process forms, handouts and brochures	2012-13 Budget				x	x	x	x	Create customer forms, handouts and brochures of electronic plan review process	E-Gov	30%	June 2013	A
EG03	Electronic review webpage	2012-13 Budget				x		x	x	Create an electronic review webpage	E-Gov	90%	Sept 2012	A
EG04	Roles and responsibilities	2012-13 Budget						x	x	Document roles and responsibilities for all staff members involved in the electronic review system	E-Gov	80%	Jan 2013	A
EG05	Process timelines	2012-13 Budget				x	x	x	x	Develop process timelines for electronic plan review services	E-Gov	15%	Feb 2013	A
EG06	Customer Technical support program	2012-13 Budget				x		x	x	Develop customer technical support program for electronic plan review services	E-Gov	25%	June 2013	A
EG07	Digital Plan retention	2012-13 Budget				x		x	x	Create digital plan retention process to transfer approved plans from the BH Electronic Review system to Documentum	E-Gov	10%	May 2013	A

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PLANNING														
P01	Ongoing Tasks. Other 'ongoing' tasks: process and analyze current development projects, process and analyze design-related applications, plan review, support the public permit center counter, answer phones / emails, monitor regional development activity, monitor state legislation, and training.	2012-13 Budget	x	x	x	x	x			Day-to-Day Work and Case Processing	Planning	--	Ongoing through Fiscal Year	A
WORK PLAN														
P02	R-1 Mass and Bulk Standards. · Revisit current development standards with respect to their adequacy in addressing mass and scale issues including basement areas and related parking issues. NOTE: To be evaluated as part of the current fiscal year's 5 year zoning code update plan	2012-13 Budget		x	x					Staff Review/ Architectural, Design Review, Planning Commission and City Council Public Hearings		10%	Fall/Winter 2013	A
P03	Zoning Code Amendments. Amend the Zoning Code to implement identified development review streamlining initiatives; improve application processing, enhance readability, administration and application of the code; eliminate outmoded references or conflicting code sections; and, incorporate graphics to clarify regulatory intent. · Improve Readability. Add use and development standards charts to the Zoning Code.	2012-13 Budget	x	x	x	x	x			Staff Review/ Architectural, Design Review, Planning Commission and City Council Hearings	Planning	25%	Fall/Winter 2013	A
P04	Public Noticing Requirements. Evaluate Expansion of Noticing Requirement to Beyond 300-Feet.	2012-13 Budget			x	x	x			Planning Commission and City Council Public Hearings	Planning	0%	Fall 2012	A

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POS	<p>Implement Historic Preservation Ordinance and Initiate Processes for Review Body</p> <ul style="list-style-type: none"> • Program administration. Administer cultural heritage program and serve as staff to the Cultural Heritage Commission. • Establish and Disseminate Initial Program Information. Develop administrative guidelines, applications and fees, informational brochures, and webpages. Make information available to the public and promote to the community. • Historic Resource Surveys. Administer consultant contract for comprehensive survey of all properties 45 years and older. • Incentives. Establish program incentives, such as Mills Act and use of Historic Building Code. • Education and Outreach. In coordination with other preservation organizations in the City, develop walking tours and other educational and outreach programming. • Mills Act Pilot Program. Administer program for up to three (3) contracts per year for two (2) years. Report back with recommendation to continue program in 2013. 	2012-13 Budget		x	x	x				Cultural Heritage Commission and City Council Public Hearings	Planning	15%	Ongoing through Fiscal Year	A	
		Commission Initiated											20%	Summer/ Fall 2013	
		Commission Initiated													
		City Council Initiated											40%	Fall 2012 Fall 2013	

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P06	Special Needs Housing. Revise the zoning code as required by State Law to include regulations related to 'community care facilities', 'single room occupancy', 'transitional housing', and 'emergency shelters'.	2012-13 Budget		x								90%	Fall 2012	A
P07	Reduced Fees for Affordable Housing. Evaluate possible waivers or reductions in certain fees for development containing very low, low and moderate income housing units.	2012-13 Budget		x								75%	Fall 2012	A
P08	Update the City's Housing Element for the 2013-2021 housing cycle through the recommendation of the Planning Commission.	2012-13 Budget		x	x	x				Planning Commission and City Council Public Hearings	Planning	25%	Spring/ Summer 2013	A
P09	2008-13 Housing Element Programs. Implement various new housing programs as defined in the 2008-2013 Housing Element including outreach materials, informational sessions.	Required for Compliance with State Housing Requirements												
	Reasonable Accommodation Ordinance. Establish a process for persons with disabilities to request relief from zoning requirements that prevent them from accessing their home.	Required for Compliance with State Housing Requirements										60%	Fall/Winter 2012	
	R-4 Development Standards. Revise Multiple-family residential development standards to ensure that requirements to not prohibit development of affordable housing.	Required for Compliance with State Housing Requirements												

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	· Inclusionary Housing Program and Housing Trust Fund, and revised Density Bonus Program. Necessary to meet State required provision of adequate housing sites.	Required for Compliance with State Housing Requirements												
P10	Taskforce Recommendations. Integrate recommendations from the Mayor's Taskforce on Governmental Efficiency, Small Business Assistance Ad Hoc Committee, and SE Taskforce. · Director's Rule. Evaluate establishing a Director's Discretion Rule for certain zoning standards.	2012-13 Budget	x				x			Staff Review/ Planning Commission and City Council Hearings	Planning	-- 0%	Integrated with other workplan actions Fall/Winter 2012	A
P12	Zoning Interpretations Manual. Create a framework for and populate a publically available zoning code interpretations manual .	2010-11 Budget		x	x	x	x			Staff Review of Municipal Code / Development Projects	Planning	0%	Spring 2012, ongoing as needed	A
P14	Strategic City Plan. Participate and implement work plan items resulting from the City Manager-driven strategic plan	City Manager Initiated	x		x	x	x			Assist City Manager's Office with visioning / reorganization efforts	Planning	95%	Spring 2012, ongoing as needed	A
P15	Carbon Footprinting/(Climate Action Plan). Support Public Works in its development of baseline data on carbon emissions (and development of a Climate Action Plan).	2012-13 Budget	x	x						Staff Review	Public Works/Planning	95%	As Needed	
P16	Westside Subway. Support Transportation Division in its Monitoring and Coordination with Metro. · Review and comment on the subway extension including consideration for grand stations featuring retail and other synergetic activities.	2012-13 Budget	x	x	x	x				Outreach/Coordination and Public Hearings	Planning / Public Works	95%	Ongoing through Fiscal Year	A

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Attachment 2

Non-Budgeted Work Effort/Priorities

Attachment 2

NON-BUDGETED WORK EFFORT/PRIORITIES

NO.	TITLE/DESCRIPTION	SOURCE	ES	GP	VS	GF	PI	SP	DI	REQUIRED ACTION	DEPARTMENT PROGRAM	WORK EFFORT (HRS)	DURATION (Est. time to complete)	2011-12 PRIORITY
1	SE Area In lieu Parking Program. Establish an in lieu parking program for La Cienega and Robertson Boulevards.	SE Taskforce Recommendations	x							Planning Commission and City Council Public Hearings	Planning/ Transportation	280	6-9 months	B
2	Vacant Storefront Signage Program. Establish a program of standard graphics for vacant storefronts in the business triangle.	Small Business Taskforce Recommendations	x							Planning Commission and City Council Public Hearings	Planning/ Policy and Management	120	4-6 months	B
3	Extend SFD Design Review to Hillside & Trousdale Areas. Evaluate and develop recommendations related to the extension of design review of single family homes in Hillside and Trousdale	2010-11 Budget		x	x					Planning Commission and City Council Public Hearings/City Council Adoption of Text Amendment	Planning	300	1 Year	B

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4	Affordable Housing Policy. Develop a structure to manage affordable housing units in the city. NOTE: This is a General Plan Implementation program that will be considered for future review in the current fiscal year's five year GP Implementation plan	Councilmember Initiated		x	x	x				City Council Meetings/Research and dialogue with other agencies/organizations	Planning/ Policy and Management	120	9-12 months	B

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5	Commercial Entertainment. Extending or establishing zones within commercial areas where entertainment and amplified music is permitted. Consider a CUP so that it can be revoked if abused, but make the CUP available at a nominal cost or design a process where it can be issued and administered administratively.	Councilmember Initiated	x	x	x					Planning Commission and City Council Public Hearings/City Council Adoption of Text Amendment	Planning	120	4-6 months	B
6	Parking In-Lieu Fees. Return to Council with information on the in-lieu fee program. History, past action, cost of construction, etc. NOTE: City Council directed AD HOC meeting follow up. <i>Request to advance restaurant only expansion not supported by CC on January 11, 2011.</i>	City Council Initiated	x	x	x					Research/Report and City Council Hearing	Planning	80	4-6 months	B
7	Reduce Planning Entitlement Expiration Timeframe. Explore the possibility of reducing current 3-5 year entitlement expiration of approvals to 2 years and/or payment beyond 3 year entitlement.	City Council Initiated				x				Research/Report and City Council Hearing	Planning	80	2 months	B
8	Second Unit Ordinance Revisions. Update the City's second-unit provisions to more effectively implement State mandates and to establish standards that protect the	Planning Commission Initiated		x	x	x	x			Planning Commission and City Council Public Hearings/City Council Adoption of Text Amendment	Planning	120	4-6 months	B
9	View Preservation - Hillside Area. Develop standards that protect/restore views of the LA Basin obstructed by landscaping and trees.	2010-11 Budget		x	x	x				Planning Commission and City Council Public Hearings/HUD approval of Program	Planning	250	1 Year	C

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10	Affordable Senior Housing Strategies Ordinance. Zone Text Amendment which institutes affordable housing mechanisms for senior affordable housing and other strategies. NOTE: To be evaluated as part of the current fiscal year's 5 year zoning code update plan	Planning Commission Initiated		x	x	x				Planning Commission and City Council Public Hearings/City Council Adoption of Text Amendment	Planning	400	4-6 months	C
11	Appeal Fees. Present report on Appeal Fees on recently approved Fee Schedule. What the fee applies to and appropriate range of costs (cost recovery to subsidized). Evaluate of what other cities charge. NOTE: City Council directed staff to evaluate changes to appeal fees (September 2010)	City Council Initiated			x					City Council Meetings/Research and dialogue with other agencies/organizations	Planning	40	2 months	C
12	CEQA Thresholds. Consider changes to the city's thresholds of significance used for analysis beyond traffic, such as parking, air quality, view, shade / shadows, etc.	City Council Initiated			x	x	x			Planning Commission and City Council Public Hearings/Hiring of Consultant/Preparation of New Technical Studies	Planning/Transportation	360	9-12 months	C

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13	Historic Properties Application Fee. Return to Council re: fee structure, how many owner's have taken advantage of this program, whether the fee is too high, evaluation of other Cities' programs. NOTE: This fee will be eliminated upon adoption of next FY Fee Schedule	City Council Initiated		x	x					City Council Meetings/Research and dialogue with other agencies/organizations	Planning	40	3-4 months	C
14	Theater & Arts Distrct. Explore possible changes to the City's Zoning Code and/or General Plan to establish a theater / arts district at the eastern portion of Wilshire	Councilmember Initiated	x		x					Research Planning and Redevelopment Laws Planning Commission and City Council Public Hearings/City	Planning/ Policy and Management	400	9-12 months	C
15	Tie Planning Entitlements to Individuals not Property. Explore the possibility of changing entitlement ownership from the property owner to individual applicants.	Councilmember Initiated	x							Research Planning Laws Planning Commission and City Council Public Hearings/City Council Adoption of Text Amendment	Planning/CAO	80	2 months	C
16	Change Zoning from R1 to R4 & General Plan Designation (as appropriate) for certain parcels located on Carson Street.	Councilmember Initiated			x					Planning Commission and City Council Public Hearings/City Council Adoption of Text Amendment	Planning	80	6-9 months	C

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17	Historic Hot Dog Stand. Look for opportunities to bring the former West Hollywood stand that is currently in storage to the City.	Councilmember Initiated			x					Staff Outreach and discussions	Planning	50	3 months	C
18	Master Parking Inventory and Program. Support Public Works with an inventory of public and private parking in the Business Triangle and a coordinated management program to maximize use of these parking resources.	Planning Commission Initiated	x	x	x	x				Hire Consultant/Conduct Study	Planning/ Transportation	80	4-6 months	C
19	Hotel Ordinance Text Amendment requiring PC approval to reduce room count, and amending duration of stay requirements as transient occupancy uses. NOTE: To be evaluated as part of the current fiscal year's 5 year zoning code update plan	Planning Commission Initiated	x	x	x					Outreach/ Planning Commission and City Council Public Hearings/City Council Adoption of Text Amendment	Planning	80	4-6 months	C

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20	Rooftop Use Ordinance. Zone Text Amendment to encourage and expand rooftop uses in commercial districts. NOTE: To be evalutated as part of the current fiscal year's 5 year zoning code update plan	Planning Commission Initiated	x	x	x					Planning Commission and City Council Public Hearings/City Council Adoption of Text Amendment	Planning	80	4 months	C
21	Single Lot Standards. Zone Text Amendment to development regulations to improve the viability of single lot commercial development. NOTE: To be evalutated as part of the current fiscal	Planning Commission Initiated	x	x	x					Planning Commission and City Council Public Hearings/City Council Adoption of Text Amendment	Planning	80	4 months	C
22	Medical Backup Generators. Explore requiring existing medical office buildings to be equipped with backup power systems to protect patients in the event of power outages during medical procedures	Councilmember Initiated								Research and possible hearings before the Planning Commission & City Council	Planning	50	2-3 months	C
23	Commercial CID Ordinance. Develop standards that limit or prohibit the conversion of commercial properties into to common interest developments.	2010-11 Budget	x	x	x					Planning Commission and City Council Public Hearings/City Council Adoption of Text Amendment	Planning	180	9-12 months	C

ES: Econ Sustainability GP:Gen Plan Goal VS:Vision Statement GF:Core Govt Function PI:Process Improvement SP:City Strategic Plan DI:Dept Initiative

Attachment 3

Status of Mayor's Task Force
Recommendations

STATUS ON MAYOR'S TASK FORCE ON GOVERNMENT EFFICIENCY RECOMMENDATIONS

COMPLETED ITEMS

		ISSUES	ACTIONS TAKEN	TASK FORCE RECOMMENDATIONS
1.0		CUSTOMER SERVICE		
1.3	C	Need back up for planners and plan checkers	1) Staff provides info to supervisor for coverage 2) Supervisor reassigns as necessary	Action addresses issue
2.0		COMMUNICATION		
2.2	C	Inspection Line Problems	Improved with addition of inspector; was capacity not a technical issue; simplified inspection call process;	Proceed with "Open Table" type inspection request module is being developed by I.T. to create a wider offering of inspection request appointments.
2.6	C	Provide applicant contact list of all people working on application	Contact information provided on first review letter to applicant	Use ProjectDox to include staff contact information
2.7	C	Can't communicate with outsourced engineer	Phone number available upon request	If needed, augment Plan Review Staff to reduce outsourcing
2.8	C	Allow applicants to see staff report prior to making available to public	Staff notifies applicants to key issues in staff report but does not release report prior to decision makers review	Action addresses issue
2.9	C	Weekly meetings on larger projects are helpful even if phone conferences	Ongoing training to staff to maintain continuous communication with applicants	Action addresses issue
3.0		PROCESS		
3.1	C	Process is too difficult – make easier and people will pull more permits	1) Increased over the counter approvals; 2) 70 Day Restaurant Review amendments approved; 3) code clarification info available through handouts, website and personal Q and As with staff	Clarify Code; increase on-line and over-the-counter permits
3.2	C	Multiple reports of plans lost; drawings seem to get lost; it happens at every city, but more often in BH	Improved tracking	Transition to ProjectDox eliminates plan loss concerns.
3.4	C	Need to make separate appointments for separate issues—not efficient	Now schedule joint appointments based on project, not function	Cross train allowing a single review the ability to review multiple functions.
3.5	C	Add back pre-application meetings	Remains an available option	Reconstitute in more productive format
3.8	C	Even for permits that can be paid on-line you need to go to City Hall to pick up plans	Implemented ProjectDox	Action addresses issue

STATUS ON MAYOR'S TASK FORCE ON GOVERNMENT EFFICIENCY RECOMMENDATIONS

		ISSUES	ACTIONS TAKEN	TASK FORCE RECOMMENDATIONS
3.9	C	Can't renew heavy haul and other smaller permits on-line	Annual permit are now included as part of the building permit	Action addresses issue
3.10	C	Need a set process and a "go to" person for larger projects. Assign a project manager	During planning entitlement, the planner is the project manager. This shifts to the assigned plan review engineer during plan check	
4.0		INSPECTIONS		
4.2	C	Disconnect between plan checkers and inspectors	Ongoing training to staff to maintain continuous communication	Meet more regularly to improve communication.
4.3	C	Inspection request system doesn't work. May take 1 ½ weeks to get an inspection. Elsewhere a typical TI build out takes 6-7 weeks (7-9 weeks max); in BH TI build out takes 10-14 weeks due to delays in inspections	1)One inspector has been reinstated to improve customer service and meet the demand;2) Open Table inspection has been implemented.	Continue with "Open Table" type inspection request module being developed by I.T. to create a wider offering of inspection request appointments.
4.4	C	Inspector can only sign off on inspection that was requested	Inspection request system has been modified to provide for this. A one half-hour hour inspection appointment is provided to allow for any inspections that can be conducted within that time-frame.	Action addresses issue
4.9	C	Group first round of inspections-have one inspector perform all the rough inspections at same time	Inspection request system has been modified to allow this. A one half-hour hour inspection appointment is provided to allow for any inspections that can be conducted within that time-frame.	Action addresses issue
4.12	C	Assign same inspector for entire commercial building even if different tenant spaces	Transition to this model in progress.	Action addresses issue
4.13	C	Inspector would not sign off on something because	Reinforce to applicants the relationship	Action addresses issue
4.14	C	Provide on website <i>10 top items inspectors review</i>	Will provide on website	Action addresses issue
4.15	C	Consider use of Deputy Inspector or self certification to speed inspection process	Will investigate pros and cons	Action addresses issue
5.0		TIMING		
5.4	C	Need ability to pre-schedule inspections (like a week ahead)	Staff working on system; can request inspections 10 days in advance	Action addresses issue

STATUS ON MAYOR'S TASK FORCE ON GOVERNMENT EFFICIENCY RECOMMENDATIONS

		ISSUES	ACTIONS TAKEN	TASK FORCE RECOMMENDATIONS
5.5	C	Need for after hours inspection	Currently available upon request	Consider as part of Expedited Service
5.6	C	MEPs in Beverly Hills take too long--3-4 weeks	Assigned a dedicated plan reviewer at the counter. Most reviews completed at counter, longest review approximately 2 weeks.	Action addresses issue
5.7	C	Staff needs greater sensitivity to retail holiday season.	Increased staff awareness	Action addresses issue; confirm with customer satisfaction surveys
5.8	C	Over-the-counter/smaller plan checks should take no more than one week	Increased number of O-T-C (over-the-counter-permits); more plan reviews are outsourced allowing in-house plan checkers more counter hours and review time for smaller plan checks	Augment Plan Review staff to reduce turn-around times.
7.0		ORGANIZATIONAL STRUCTURE		
7.1	C	Lack of communication between PW & B & S	1)Continue with bi-weekly Development Review Task Force; 2)PW Civil Engineer added to Development Review program	1) May be resolved with ProjectDox. 2) Consolidate functions.
7.2	C	"islands of authority" in development process	Planners, PW Engineer and FD Plan Reviewer included in Development Review program	1) May be resolved with ProjectDox. 2) Consolidate functions.
7.3	C	B & S should take over all Development Review	Address as part of the FY 2012-13 work plan item	1) May be resolved with ProjectDox. 2) Consolidate functions.
7.4	C	Building and Fire inspections are not coordinated. There is too much down time. Takes a couple days to do each and then make corrections on smoke alarms	1)Continue with bi-weekly Development Review Task Force; 2) FD Plan reviewer included in Development Review Program	1) May be resolved with ProjectDox. 2) Consolidate functions.
8.0		COMMISSIONS		
8.1	C	Commissioner training insufficient (approach, respect, purpose – focus meeting flow)	Staff will schedule regular training; trainings are scheduled in the Fall	Action addresses issue
8.2	C	AC reviews small details while other applicants sit and wait for their item to be heard	Modified application requirement to include additional information	Provide regular training
8.3	C	AC needs to prioritize items- smaller vs., larger	Staff review of agenda	Advise Chair; review agenda order
10.0		PAYMENT PROCESS		

STATUS ON MAYOR'S TASK FORCE ON GOVERNMENT EFFICIENCY RECOMMENDATIONS

		ISSUES	ACTIONS TAKEN	TASK FORCE RECOMMENDATIONS
10.1	C	Appears on-line payment system does not take American Express, only Visa and MasterCard	American Express has been added to the online system.	Action addresses issue
10.2	C	Allow applicant to set up a funded account that can be drawn down rather than paying smaller change fees as they come up	Deposit account service is available now.	Action addresses issue
10.3	C	Not clear how/if can pay on-line with credit card with company card (may be an education piece)	This can be done.	Provide additional notification on website
10.4	C	Pre-signed checks are difficult to use-large amounts need multiple sign-offs	1)Address as part of the FY 2012-13 work plan item; 2) Check guarantee service was not approved by Finance due to limitations in service	Recommend a check guarantee service for checks over a certain amount.

IN-PROGRESS ITEMS

		ISSUES	ACTIONS TAKEN	TASK FORCE RECOMMENDATIONS
2.0		COMMUNICATION		
2.1	IP	<ul style="list-style-type: none"> • Phone calls not promptly returned / Full Mailboxes • Calls should be returned within 24 hours • Some people make appointment or inspection request just to get a response to an email or phone question • Takes about 1 week to get a response from an inspector • Need a fix "mailbox full". Can't leave messages for people—need to change limitation to length of message you can leave • Have a "back-up" person take messages when people are out of office (also leave a message when out of office) 	1) Reinforcement of phone policy-return calls within 24 hrs; 2) Addition of inspector provides more time for inspectors to return calls; 3) Review of department voicemail boxes on a daily basis 4) Approved Executive Assistant I position in FY2012-13 budget. Currently in recruitment process.	1) Need live person answering the phones
2.3	IP	Meet with contractors quarterly to evaluate process/hear suggestions	First meeting held	Continue quarterly meeting schedule

STATUS ON MAYOR'S TASK FORCE ON GOVERNMENT EFFICIENCY RECOMMENDATIONS

		ISSUES	ACTIONS TAKEN	TASK FORCE RECOMMENDATIONS
2.4	IP	Need better info on "how to remodel" and "how to build a new house", "how to retain nonconforming elements"	Prioritized production of handouts	Prepare public information handouts
3.0		PROCESS		
3.6	IP	Police escort needed for large hauls (not efficient use of police and police not always available)	Now only required for certain size vehicles	Explore alternate escort vehicles
3.7	IP	Provide comprehensive first round plan review scheduled with specific time	1)Established timelines; reprioritized work; 2) Project Dox has the built-in admin oversight; 3) Built-in review times is a development enhancement in ProjectDox, only has the first review turn around time -not the subsequent review times.	Project Dox has built in review times and administrative oversight that currently does not exist for supervisors
3.11	IP	Need to provide "How to Remodel" information for single family residences (SFR)	Will include in handouts created and provide on website	Action addresses issue
4.0		INSPECTIONS		
4.1	IP	Additional inspection items added each time an inspector is on site. Inspector says "do these 6 things" and then next time he's out there's 2 more corrections not included first time	Inspection staff has been made aware of this concern; 2)Ongoing training on being consistent with inspection documentation provided to customers; 3) Customer satisfaction survey is in "MY OBC".	1) Inspection checklists should be prepared and provided to the contractor and inspector so expectations are understood, consistent and documented. 2) Send customer satisfaction surveys when projects are completed to provide feedback and accountability.
4.5	IP	Inspector doesn't show up during stated window of time	1)One inspector has been reinstated to improve customer service and meet the demand 2) Requires budget enhancement	Provide cell phones for inspectors to notify customers if they are running behind schedule.
4.10	IP	If inspector cannot make appointed time window call job superintendent to advise	Will request a budget enhancement to provide cell phones for inspectors.	Provide cell phones for inspectors to notify customers if they are running behind schedule.
5.0		TIMING		
5.2	IP	Long waits to schedule an appointment (days delayed)	1)Reduced appointment times and combined certain project-related appointments; established verification meetings; 2) Customer satisfaction survey being improved	Conduct customer satisfaction survey to evaluate success

STATUS ON MAYOR'S TASK FORCE ON GOVERNMENT EFFICIENCY RECOMMENDATIONS

ISSUES		ACTIONS TAKEN	TASK FORCE RECOMMENDATIONS
5.3	IP	What is reasonable amount of time to wait to get an appointment?	Question posed to Task Force; 72+ hours is the current wait time to get an appointment. 48 hours
6.0		CODE	
6.1	IP	Not organized clearly	Address as part of FY 2011-12 work plan item; Action addresses issue
6.3	IP	Need revisions Location of A/C and pool equipment	Address as part of FY 2011-12 work plan item Action addresses issue
9.0		FEES	
9.1	IP	Too high	1) Trucking and hauling fees have been significantly reduced. 2: Fee study in progress Eliminate Document Maintenance fees and permit issuance fees for plans and permits obtained online.
1.0		CUSTOMER SERVICE	
1.1	IP	Attitude - Staff needs to be problem-solvers	1) Ongoing Training; 2) Customer satisfaction survey being improved, existing survey is on website. 1) Customer Satisfaction Surveys 2) Additional customer service training
1.2	IP	Permit Center Receptionist at Info Desk/ Ombudsman needed in permit center to guide customers	1) Volunteers provide some coverage- supplemented by Customer Service Rep; 2) In process of providing fulltime coverage at front reception area, completed job specifications. 3) Hired temporary staff to be at the Info Desk; 4) Expedited service fee for zoning plan checks still being reviewed, zoning plan checklist being developed 1) Consider additional expedited service (fee based) 2) Supports full-time staffing at Permit Center info desk
11.0		OUTSIDE AGENCY APPROVALS	
11.1	IP	Timing regarding Health department approval	1) Purchased County equipment for Beverly Hills submittals; 2) Staff working with County Health Dept to provide dedicated plan reviewer and inspector for BH Loop outside agencies into ProjectDox
11.2	IP	Timing re elevator inspection	1) Will pursue if directed; 2) The process of hiring an outside consultant is being reviewed by staff Recommend hiring an outside consultant to take over elevator inspections.

STATUS ON MAYOR'S TASK FORCE ON GOVERNMENT EFFICIENCY RECOMMENDATIONS

		ISSUES	ACTIONS TAKEN	TASK FORCE RECOMMENDATIONS
1.4	IP	Misinformation/ inconsistent answers /Wrong comments sent to applicant	1) Added dedicated planner at counter 2) Established permit center manager position with CSR Supervisor position 3) Ongoing Training & improved access to public information - website is 93% complete, permits are being reviewed on a daily basis, Project Dox implemented, and Procedures Manual is continued to be worked on.	1) Quality Assurance 2) Project Dox 3) Handouts, Checklists, Website, Procedures

PENDING ITEMS

		ISSUES	ACTIONS TAKEN	TASK FORCE RECOMMENDATIONS
2.0		COMMUNICATION		
2.5	P	Develop a course to educate homeowners/ contractors		Work with Cable TV to develop an instructional video
3.0		PROCESS		
3.3	P	Need for more administrative authority Staff needs to exercise authority if granted (afraid of mistakes) / Commission & Council need to support staff	Additional director authority granted with the 70-Day Restaurant streamlining ordinance adopted 11/3/11	Propose text amendment to add Director modification language to allow 10% modification to development standards under specific criteria.
4.0		INSPECTIONS		
4.6	P	Building and Fire inspections are not coordinated and adds too much down time	Review of separate request systems.	Consolidate functions. Consider one request inspection time for both.
4.8	P	Fire/sprinkler inspectors always booked causing further delay		Augment Fire Inspection Staff or consolidate functions.
4.11	P	Inconsistent message re conduit permit vs., electrical permit and inspection of same	Staff will prepare an information bulletin	Information Bulletin will be prepared.
5.0		TIMING		
5.1	P	Additional staff discretion needed	Limited Director discretion added in 70-day Restaurant Amendments	Propose text amendment to add Director modification language to allow 10% modification to development standards under specific criteria
6.0		CODE		
6.1	P	Code search is challenging-need exact key words	Address as part of FY 2011-12 work plan item	Investigate options for new Code vendor
9.0		FEES		

STATUS ON MAYOR'S TASK FORCE ON GOVERNMENT EFFICIENCY RECOMMENDATIONS

		ISSUES	ACTIONS TAKEN	TASK FORCE RECOMMENDATIONS
9.2	P	Parks & Rec fees are higher than anywhere else	Will pursue if directed	Need to evaluate
9.3	P	Cost to go to DRC-\$1500 for landscape	Will pursue if directed	Consider varied levels of fees

NO-ACTION-NEEDED ITEMS

		ISSUES	ACTIONS TAKEN	TASK FORCE RECOMMENDATIONS
3.0		PROCESS		
3.12	NA	Allow applicants to contract for environmental impact reports (EIRs)	Staff has improved consultant selection process to reduce time to initiate process. Applicant hiring consultant does not meet other city goals.	No action required
3.13	NA	Suggested cities to research: Newport Beach, San Mateo, Palo Alto, Sunnyvale, Oxnard.	Information reviewed	No action required
9.0		FEES		
9.4	NA	Applicants need to know fees earlier in the process	Staff will estimate costs and provide information earlier	No action required
9.5	NA	Applicants need to understand better how fees are calculated	Information provided on website	No action required

Attachment 4

Status of Private Development Activity

Current Development Activity

FISCAL YEAR COMPARISON

	Jan - Jul 2011	Jan - Jul 2012	Difference	Change (%)
VALUATIONS & REVENUE				
Total of Project Valuations	\$85,216,288	\$108,107,169	\$22,890,881	↑ 27%
Building Permit Revenue	\$2,301,733	\$2,928,416	\$626,684	↑ 27%
Building Plan Check Revenue	\$1,602,678	\$1,821,371	\$218,693	↑ 14%
BUILDING PLAN CHECKS				
Building Plan Checks (\$500K+ valuation)	46	78	32	↑ 70%
Building Plan Checks (less than \$500K valuation)	780	837	57	↑ 7%
Total Number of Plan Checks	826	915	89	↑ 11%
PERMITS & INSPECTIONS				
Building Permits Issued	1558	1641	83	↑ 5%
Number of Inspections	7930	10470	2,540	↑ 32%

Major Commercial Projects (in various stages of development)

- Wallis Annenberg Center for the Performing Arts (new live theatre building)
- Beverly Hills Conference & Visitors Bureau (office/retail tenant improvement)
- Van Cleef & Arpels (retail tenant improvement)
- Bvlgari (retail tenant improvement)
- Valentino (retail tenant improvement)
- Prada (retail tenant improvement)
- Hermes (retail tenant improvement)
- Tumi (retail tenant improvement)
- Tiffany & Co. (retail tenant improvement)
- LA Fitness (fitness center tenant improvement)
- United Talent Agency (general office tenant improvement)
- Hakkasan (restaurant tenant)
- Spago (restaurant tenant improvement)
- Pei Wei Asian Diner (restaurant tenant improvement)
- Fleming's Prime Steakhouse & Wine Bar (restaurant tenant improvement)
- Mastro's Steakhouse (restaurant tenant improvement)
- Monsieur Marcel (grocery/restaurant)
- 9800 Wilshire/121 S. Spalding (general office building façade remodel; new garage structure)
- 252 S. Beverly Drive (new 2-story office/retail building)
- 9357 W. Third Street (new City warehouse, storage building, trash & welding shop)
- 121 San Vicente (new commercial building w/basement)
- City's Water Tank Replacement

New Residential Condominiums

- 450 N Palm - 10 unit
- 460 N Palm - 25 unit
- 432 N Oakhurst - 34 unit
- 309 S Elm - 30 unit
- 462 S. Maple Drive - 4 Unit

Current Development Activity

New Homes in Plan Review (pending permit)

- 615 N Canon Drive
- 116 N. Maple
- 628 Foothill Road
- 630 Foothill Road
- 609 N Roxbury Drive
- 600 Cole Place
- 475 S Spalding
- 261 Oakhurst Drive
- 706 N. Alpine
- 8601 Clifton Way
- 8685 Clifton Way
- 8707 Clifton Way
- 130 Stanley Drive
- 711 Beverly Drive
- 462 S. Maple Drive
- 611 N Oakhurst Drive
- 1177 Loma Linda
- 1160 San Ysidro
- 9970 Sunset Blvd

Attachment 5

FY 2011-12 Accomplishments

MAJOR ACCOMPLISHMENTS

Fiscal Year 2011 - 12

COMMUNITY PRESERVATION

- Historic Preservation Ordinance
- Cultural Heritage Commission
- Mills Act Pilot Program
- Hazardous Mitigation Plan General Plan Amendment
- Oil Drilling Prohibition Interim and Permanent Ordinance

ECONOMIC DEVELOPMENT

- Participate in Mayor-appointed Task Force
 - Government Efficiency
 - Southeast
 - Small Business
- Medical Land Use Ordinance Implementation
- Audi Tenant Improvement
- Lexus Automobile Dealership
- MGM Tenant Improvement
- Tishman/Speyer Interior/Exterior Renovations
 - Playboy
 - United Talent Agency (UTA)
- Annenberg Cultural Center Building Permit
- Discretionary Entitlements
 - Avalon Hotel
 - Thompson Hotel
- 9900 Wilshire Project Revisions
- 9200 Wilshire Conformity Review
- Participated in the Nightlife Committee
- Regional Project Analysis
 - Metro Subway Project
 - Royalton Avenue
 - Tower Lane
 - Franklin Canyon
 - 10000 Santa Monica Blvd
 - Century Plaza Hotel
- Westside Cities Sub-Regional Coordination

STREAMLINING EFFORTS

- 70-Day Restaurant Streamlining Ordinance
- Electronic Plan Review System

Open Table Inspection Request System

Online Permit Center Appointment System

Established the e-Gov Program

Public Right-Of-Way inspections and plan checks for single family homes

Revised DRC and AC applications and processing procedures

Converted B&S and Planning files to digital format

Online Public Records

Established internal Development Review Task Force

POLICY DEVELOPMENT

State Certified Housing Element

Environmental Analysis

Roxbury Park Community Center

City's Master Tree Plan

High Impact Convenience Store Interim Ordinance

ORGANIZATIONAL DEVELOPMENT

Implemented citywide strategic planning efforts

Government streamlining

Expanded mobile offerings

Expanded GIS

Desktop-based communications

Customer service

Remote access "anytime/anywhere"

Increased E-Gov offerings

Emergency Operation Center (EOC) support