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# CITY OF LOS ANGELES CALIFORNIA



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July 20, 2012

Dear Prospective Consultant:

## REQUEST FOR PROPOSALS COMPREHENSIVE ZONING CODE REVISION

The City of Los Angeles Department of City Planning (DCP) is soliciting proposals to completely rewrite and simplify the City's Zoning Code, and in accordance with the requirements set forth in the Scope of Work. The four main deliverables as part of the five-year work program are:

- **New Zoning Code**  
A clear and predictable Zoning Code that will apply to Los Angeles's diverse needs and neighborhoods
- **Web-Based System**  
An online Zoning Code that will allow for a customized and interactive on-line experience
- **Layperson's Guide to Zoning**  
A series of easy-to-read guides to the Zoning Code that will help people navigate through regulations and procedures
- **Unified Downtown Development Code**  
A new set of zoning tools for the revitalization of Downtown effective within the first 24 - 30 months of the program that will ensure it is poised to lead the charge for Los Angeles's economic recovery

Beginning on Friday, July 20, 2012, prospective proposers can access and download the complete Request for Proposals (RFP) at the Los Angeles Business Assistance Virtual Network (LABAVN) website: <http://www.labavn.org>. Prior registration is required. It is essential that prospective proposers download the RFP from the LABAVN website as downloading from the website will ensure that proposers automatically receive email notification(s) regarding the RFP, including posted questions and answers, and any amendments.

If you are submitting a proposal, please include the completed Appendices (I - XXI) found on LABAVN with the Request for Proposals.

A pre-proposal conference will be held on **Tuesday, August 7, 2012 from 2:00 PM to 5:00 PM** at the Ronald F. Deaton Civic Auditorium, Los Angeles Police Administration Building, 100 West First Street, Los Angeles, CA 90012. **Attendance at the pre-proposal conference is mandatory.** Proposals submitted by firms that do not attend the pre-proposal conference will be considered non-responsive, and their proposals will be rejected.

At the pre-proposal conference, DCP will discuss details regarding the RFP's Scope of Work and City requirements. DCP intends to address questions and requests for clarifications pertaining to the RFP. DCP hereby requires that prospective proposers submit their RFP questions and requests for clarifications in writing by **4:00 PM on Thursday, August 2, 2012**, so that questions and requests can be addressed at the conference. All questions should be submitted to Maria Ortiz by email at [maria.ortiz@lacity.org](mailto:maria.ortiz@lacity.org).

Written proposals (original plus 12 hard copies) and an electronic copy of the proposal with the required Appendices shall be delivered to and received by DCP no later than 4:00 PM on Friday, August 31, 2012. Any proposal received after the above deadline will be considered non-responsive and will be rejected. Sealed proposals must be bound with a cover letter, have pages numbered and be clearly marked: **"Request for Proposals for Comprehensive Zoning Code Revision"** and should be hand-delivered to DCP at the following address:

City of Los Angeles  
Department of City Planning  
200 North Spring Street, City Hall, Room 525  
Los Angeles, CA 90012  
Attention: Maria Ortiz

**NO EMAILS OR FACSIMILES WILL BE ACCEPTED**

As a covered entity under Title II of the Americans with Disabilities Act, the City of Los Angeles does not discriminate on the basis of disability and upon request, will provide reasonable accommodation to ensure equal access to its programs, services, and activities. Sign language interpreters, assisted listening devices, or other auxiliary aids and/or services may be provided upon request. To ensure availability, you are advised to make your request at least 72 hours prior to the meeting you wish to attend.

Sincerely,



MICHAEL J. LOGRANDE  
Director of Planning

# Request for Proposals

## COMPREHENSIVE ZONING CODE REVISION

*Issue Date:*  
*July 20, 2012*

*Pre- Proposal Conference:*  
*August 7, 2012*

*Proposals Due:*  
*August 31, 2012*



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Attachment IV – Department Public Participation Policy

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Attachment VI – Development Reform Strategic Plan - Executive Summary

## SECTION I – PROJECT DESCRIPTION

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### **Quick-Reference Summary**

- |                                            |                                       |
|--------------------------------------------|---------------------------------------|
| • Five-Year Contract (optional extensions) | • Approximately \$1 Million Per Year  |
| • Main Deliverables:                       | – Payment Based on Deliverables       |
| – New Zoning Code                          | • Submit Responses by August 31, 2012 |
| – Web-Based Interface                      | • Contact: Maria Ortiz                |
| – Layperson’s Guide to Zoning              | p: (213) 978-1291                     |
| – Unified Downtown Development Code        | e: maria.ortiz@lacity.org             |

### **A. PROJECT OVERVIEW**

The City of Los Angeles Zoning Code was last comprehensively updated in 1946. The Los Angeles Department of City Planning (DCP) is seeking a consultant team to enter into a five-year contract, with an optional 2-year extension for additional work and implementation assistance, to completely rewrite and simplify the City’s Zoning Code, and in accordance with the requirements set forth in the Scope of Work as detailed in [Section II](#) of this document. All provisions shall be delivered to the City Planning Commission by December 2017, based on the Final Project Phasing Plan which will be determined shortly after the contract is awarded.

The four main deliverables as part of the five-year work program are:

- **New Zoning Code**  
A clear and predictable Zoning Code that will apply to Los Angeles’s diverse needs and neighborhoods
- **Web-Based System**  
An online Zoning Code that will allow for a customized and interactive on-line experience
- **Layperson’s Guide to Zoning**  
A series of easy-to-read guides to the Zoning Code that will help people navigate through regulations and procedures
- **Unified Downtown Development Code**  
A new set of zoning tools for the revitalization of Downtown effective within the first 24 - 30 months of the program that will ensure it is poised to lead the charge for Los Angeles’s economic recovery

Completion of this project will benefit the City through: 1) simplified, accessible land use regulations, understandable to both neighborhood stakeholders and developers; 2) an economic development tool that will help shore up the City’s tax base; 3) tools for revitalizing Downtown Los Angeles; and 4) more effective planning and place-making tools to improve our communities.

The team of City staff and consultants will be in place and ready to embark on a comprehensive revision of the Zoning Code by December 2012. Delivery of all new Zoning Code revisions is anticipated for the City Planning Commission and the City Council to review by December 2017.

The City Council will provide funding for this project as part of the Department's expected Annual Budget, and will be provided on a year-to-year basis. As a result, contract financing is expected not to exceed amounts identified in the Annual Budget Assumptions outlined below.

| Annual Budget Assumptions |              |              |              |              |              |
|---------------------------|--------------|--------------|--------------|--------------|--------------|
| FY 2012-2013              | FY 2013-2014 | FY 2014-2015 | FY 2015-2016 | FY 2016-2017 | 5-Year Total |
| \$990,000                 | \$1,012,000  | \$1,012,000  | \$1,012,000  | \$1,012,000  | \$5,038,000  |

### RFP Responses

All responses to this RFP must be submitted (one original copy, 12 hard copies, and an electronic copy) and received by the Department of City Planning by **Friday, August 31, 2012 at 4 pm (PST)**. Late proposals will be disqualified. Please direct all questions and proposals to:

Maria Ortiz, Management Analyst II  
 Department of City Planning  
 200 N. Spring St., Room 525  
 Los Angeles, CA 90012

phone: (213) 978-1291  
 email: maria.ortiz@lacity.org

The City will evaluate the responses to this RFP based on the criteria outlined in the Scope of Work ([Section II](#)) and Proposal Requirements and Information ([Section III](#)). The consultant team must submit a proposal to complete the entire work program. Note that the City reserves the right to substitute sub-consultants as deemed necessary. Proposers shall respond to all questions listed in [Section III](#), provide a cost breakdown by task, and supply all information requested therein. The City requires that the proposal be firm for 6 months from the due date of the proposal. The City anticipates that the contract resulting from this RFP will be for a term of no more than 5 years, with the option to extend for 2 years. The City reserves the right to terminate the contract upon a 30-day notice.

### **Pre-Proposal Conference**

The Department of City Planning has organized a Pre-Proposal Conference to go over any questions, comments or concerns from prospective consultants. **Attendance at the pre-proposal conference is mandatory.** Proposals submitted by firms that do not attend the pre-proposal conference will be considered non-responsive, and their proposals will be rejected.

**Tuesday, August 7, 2012 from 2 PM to 5 PM**

Ronald F. Deaton Civic Auditorium, LAPD Administration Building  
 100 West First Street  
 Los Angeles, CA 90012

## Main Project Deliverables

The purpose of this project is to establish a brand new zoning structure for the entire City of Los Angeles. The following is a list of the objectives for each of the four main deliverables listed above.

### *New Zoning Code*

- Development standards that produce predictable outcomes for all stakeholders; more tables, charts, and graphics
- Offer a wider variety of zoning options that:
  - more effectively implement the goals and objectives of the General Plan and accommodate the City's future needs and development opportunities
  - reflect the diversity of Los Angeles and allow each neighborhood to maintain a distinct sense of place
- Reduced dependence on discretionary actions and overlays, thus enabling the Department of City Planning to function more efficiently and do more with limited resources
- Streamlined review processes for development consistent with the General Plan
- Improve the sustainability, economic vitality, and quality of life in the City of Los Angeles

### *Web-Based System*

- Interactive on-line Code system with user-friendly web-interface for finding basic information, resulting in better customer service
- Customized development report (i.e., a Development Wizard) that would compile and clearly display all of the most relevant provisions for a particular property
- Develop a "digital concierge" or TurboTax™-type system (imagine: TurboZone) to guide people through zoning regulations and review processes
- Regulations and procedures developed in a manner that will be compatible with the City's BuildLA initiative and electronic plan check/review systems

### *Layperson's Guide to Zoning*

- Series of plain-language, visual, and easy-to-read guides to the different aspects of the Zoning Code (development standards, review processes, etc.)

### *Unified Downtown Development Code*

- Complete a new Unified Downtown Development Code effective within the first 24 to 30 months of the program
- Ensure that Downtown Los Angeles is poised earlier in the project timeline to take advantage of the ongoing economic recovery

- Allow for streamlined approval for development consistent with the vision for Downtown
- Create more jobs and attract more business
- Maximize and capitalize on the significant transportation infrastructure investment that has and will be taking place Downtown

### Project Timeline

All work shall be completed to the satisfaction of DCP no later than five years from the start date indicated in the final contract. The revised Zoning Code shall be delivered to the City Planning Commission no later than December, 2017. However, the Unified Downtown Development Code shall be delivered to the City Planning Commission between 24-30 months from the start date indicated on the final contract.

The work program will utilize a phased approach to the development and adoption of Code provisions. Department staff has prepared an Initial Project Phasing Plan to serve as a starting point, included below, and breaks down the targeted start and completion timeframe for each of the anticipated major sections of the new Code by quarter.

|                                                                   | Initial Project Phasing Plan |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |
|-------------------------------------------------------------------|------------------------------|---|---|---|--------------|---|---|---|--------------|---|---|---|--------------|---|---|---|--------------|---|---|---|
|                                                                   | FY 2012-2013                 |   |   |   | FY 2013-2014 |   |   |   | FY 2014-2015 |   |   |   | FY 2015-2016 |   |   |   | FY 2016-2017 |   |   |   |
|                                                                   | 1                            | 2 | 3 | 4 | 1            | 2 | 3 | 4 | 1            | 2 | 3 | 4 | 1            | 2 | 3 | 4 | 1            | 2 | 3 | 4 |
| Quarters                                                          |                              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |
| Consultant Selection                                              |                              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |
| Project Website                                                   |                              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |
| Web-Based System                                                  |                              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |
| Process & Procedures                                              |                              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |
| Unified Downtown Development Code                                 |                              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |
| Industrial Uses/Forms                                             |                              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |
| Single-Family, Agriculture, Open Space, and Public Facility Zones |                              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |
| Commercial Uses/Forms                                             |                              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |
| Multi-Family Uses/Forms                                           |                              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |
| Orientation Districts                                             |                              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |
| Subdivisions                                                      |                              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |
| Parking & Signs                                                   |                              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |
| Parks & Open Space                                                |                              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |
| Public Right-Of-Way                                               |                              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |
| Transfer of Development Rights                                    |                              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |
| Overlays                                                          |                              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |
| Nonconforming Rights                                              |                              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |
| Definitions                                                       |                              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |              |   |   |   |

Each proposal submitted for consideration shall include a Preliminary Project Phasing Plan. This plan may differ from the initial plan above, but shall adhere to the overall project start and

completion timeline and the Unified Downtown Development Code timeline. A Final Project Phasing Plan will be settled on shortly after the contract is awarded, pursuant to [Section III](#).

## **B. DEPARTMENT OF CITY PLANNING**

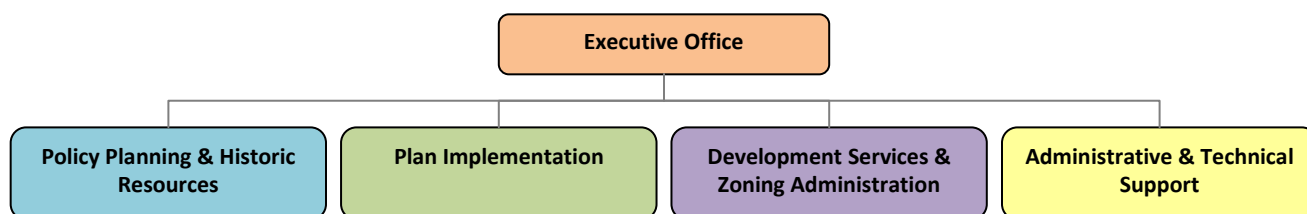
### Mission Statement

To create and implement plans, policies and programs that realize a vision of Los Angeles as a collection of healthy and sustainable neighborhoods, each with a distinct sense of place, based on a foundation of mobility, economic vitality and improved quality of life for all residents

### Department Functions & Organization

The City Council established the Department of City Planning on April 9, 1920. Under the City Charter, the Department is responsible for preparing, maintaining and implementing a General Plan for the development of the City. The General Plan consists of various “elements”, which provide overall guidance for the future of the City. The Department implements the General Plan through the City’s Comprehensive Zoning Ordinance and its variety of tools. The primary objective of the Zoning Code is to guide the use and development of the City’s land. The use of land is regulated by traditional zones, specific plans, overlay districts, special use permits, such as conditional uses, and a variety of other instruments. The zoning portion of the Municipal Code, including Specific Plans and other regulatory tools, establishes development standards applicable to matters such as height, setbacks, lot coverage, open space, parking, design and the like. Those seeking relief from these strict regulations apply to the Department, which can grant that relief, when justified, through use of variances or similar procedures.

The Department of City Planning is divided into four major Divisions managed by an Executive Office responsible for accomplishing core functions mandated by the City Charter, General Plan, and Code.



## **C. OTHER ON-GOING PLANNING POLICY INITIATIVES**

The successful consultant team should be aware of other on-going planning initiatives within the Department, as discussed below.

### Station Area Planning

The Department of City Planning will prepare and adopt plans and ordinances that will encourage new development to locate in proximity to 10 future stations along the Metro

Crenshaw and Exposition Light Rail Lines. The types of regulations may include Zone Changes, General Plan Amendments, new Specific Plans and Specific Plan Amendments, Streetscape Plans, modified street standards or other overlay zones as required to implement transit-oriented objectives at each of the stations under study. A key focus is on regulations that incentivize an appropriate mix of uses, scale and intensity at each station area and that will also support a number of transit-oriented policy goals, including: a) providing housing for a wide range of income levels; b) fostering economic development and job creation; c) encouraging transit ridership and expanding mobility options; and d) improving the urban design and quality of the built form. An emphasis will be placed on innovative zoning and tools to enhance the public realm and connectivity in station areas.

The anticipated project completion is late 2014.

#### LA/2B – Revised Mobility Element

The revision of the City's General Plan Mobility Element will include policies and programs that reflect the communities' future mobility ideas and suggested strategies. The anticipated adoption is Spring 2014. The work program proposes to:

- Identify a layered network of arterial streets that assist all types of mobility (especially trucks, cars, bicycles, and pedestrians).
- Update the City's Street Standards to reflect various modes of transportation (trucks, cars, buses/transit, scooters, bicycles, and pedestrians).
- Produce a Streetscape Manual that will provide new guidelines and standards, as well as identify streetscape elements and characteristics (curb extensions, crosswalks, landscaped medians, parkways, sidewalk widths, pedestrian lights) which are appropriate for each street standard.
- Revise the City's Performance and Measurement Tools for evaluating the quality of our streets and mitigating the impacts of future projects.
- Develop an Implementation Strategy that identifies the capital and maintenance costs as well as potential funding sources for implementing new street improvements and maintaining our City's streets and sidewalks in good condition.

#### Housing Element Update

The 2013-2021 Update to the Housing Element is the City's blueprint for meeting its housing challenges while upholding a commitment to create sustainable, mixed-income neighborhoods across Los Angeles. A Housing Element is meant to provide the primary policy guidance for local decision making regarding housing programs and decisions. It is a comprehensive statement of City need, constraints, and strategies to provide housing opportunities to existing and future residents. State Housing Element law requires that cities adequately plan to meet the existing and projected housing needs of all economic segments of the community. The

number of housing units each community must accommodate during the 8-year period is called the Regional Housing Need Allocation (RHNA).

### Downtown Fashion District

The Department of City Planning, in coordination with the former Community Redevelopment Agency (CRA/LA) and supported by consultant services, is engaged in a multi-year effort to develop a Specific Plan for the Fashion District in Downtown Los Angeles. In the past several years, the Fashion District has transformed from an apparel manufacturing center into a creative center of the global fashion industry, with a diverse and growing agglomeration of uses serving the design, trade, manufacturing, wholesale, and retail sectors of the industry. With over 2,900 street-level stores and thousands of upper floor showrooms, the Fashion District has some of the highest pedestrian traffic volumes in Los Angeles County.

Intended to address a broad range of issues, the Fashion District Specific Plan is anticipated to include updated land use policies, appropriate urban design criteria, context-sensitive street standards, multimodal transportation strategies, and integrated sustainability principles to guide future development in the district. Since beginning work in late 2010, the project team has conducted extensive community outreach to area stakeholders, and the plan is now in the drafting stage.

### Community Plan Updates

This is an ongoing effort by DCP to update the 35 Community Plans that comprise the Land Use Element of the General Plan. Currently, there are six Plans that are being updated with each at a different stage of development. The process includes updating planned land use designations as well as revising zoning regulations and street standards for each Community Plan Area. It is anticipated that several Plans will be completed with others being initiated during the life of the Zoning Code Revision process.

### Health and Wellness Chapter

This initiative will develop implementing policies and strategies that link the physical environment with public health outcomes. The objective is to promote and develop policies that will improve the overall health of the City's numerous and diverse neighborhoods and communities. It is extremely likely that the new Zoning Code will incorporate provisions that implement some of these policies. The work program proposes a four-part intervention over the next five years:

- Incorporate health policies into the City's General Plan, by developing a Health & Wellness Chapter of the City's General Plan Framework Element.
- Develop a community dialogue on how to improve the health and neighborhood character of populations; with an emphasis on populations who carry a disproportionate share of health disparities and inequalities in their physical environments.

- Incorporate healthy communities policies and standards into the new Transit Oriented District work plans along the Crenshaw and Exposition light rail corridors utilizing basic healthy transit community concepts.
- Develop a package of implementation ordinances and programs, framed and prioritized on the policies and programs identified in the Health/Wellness Chapter.

### BuildLA

The City intends to use technology to streamline the development process, and achieve the desired transparency, efficiencies, and customer improvements. Although it may take several years to complete, the City has already embarked on this major effort through BuildLA. Initial steps, including a City-wide portal, are anticipated to be done in the near future. Ultimately, the creation of a more efficient, transparent, and predictable development system depends heavily on the application of web-based technology to accept, process, and report the large quantities of information needed. Although it will take time to design and build the full system with significant financial investment, the benefits to be gained more than justify the effort and expense. Among the major functions that may include:

- Online applications
- Electronic document submission and processing
- Online appointment services
- City-wide online project tracking
- City-wide performance monitoring

## **D. GENERAL PLAN FRAMEWORK – GUIDING PRINCIPLES**

The central purpose of comprehensively revising the City's antiquated zoning code is to enable and facilitate better implementation of the General Plan Framework Element of the City's General Plan.

The General Plan Framework provides a long-range view of the City as a whole. It also articulates a comprehensive strategy for accommodating long-term growth should it occur as predicted. Framework Element strategies build upon the historic physical form and character of Los Angeles in a manner that enhances, rather than degrades, the City's and region's environmental resources and quality of life for residents. The Framework Element's strategies are based on the six principles listed below. The Planning Department has concluded that these principles should also guide revisions to the zoning code.

### Economic Opportunity

Economic opportunity in all communities is essential to improve social equity and maintain the quality of life. A business-friendly environment is a requirement for protecting current jobs and developing new ones.

### Equity

Equity means that public resources are invested on the basis of priority community needs. Decisions concerning the location and level of public investment necessary to meet citywide needs should be made in ways that do not unfairly impact any one single community.

### Environmental Quality

Environmental quality means cleaner air, enhanced mobility, and accessible open space, and is a foundation for attracting and retaining economic investment and improving neighborhood liveability. Limited resources should be used wisely so that the needs of today can be met without compromising the ability of future generations to meet the needs of tomorrow.

### Strategic Investment

Strategic investment in infrastructure systems and public facilities and services is important to ensure mobility and access to jobs, and to maintain environmental quality. Public resources should be invested in ways that leverage private capital to produce the greatest economic benefit for all residents of the City.

### Clear and Consistent Rules

Clear and consistent rules governing both public and private sector development are necessary to expand economic opportunity and protect the character of residential neighborhoods. These rules should provide predictability to anyone who develops property, including small businesses and individual homeowners.

### Effective Implementation

Effective implementation is comprehensive, continuing, and responsive to changing circumstances and needs. Communities and neighborhoods must be engaged in a participatory process of planning for their futures within a citywide context.

**End of Section I**

## SECTION II – SCOPE OF WORK

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### A. CITY STAFFING AND RESPONSIBILITIES

The City will be funding a team of six full-time planning staff members in the Code Studies Division, with a support staff of two technical specialists. The Department of Building & Safety and the City Attorney’s Office will each have a staff member assigned to the project.

| Department of City Planning |                    |
|-----------------------------|--------------------|
| 1 Senior City Planner       | 1 GIS Supervisor I |
| 2 City Planners             | 1 Systems Analyst  |
| 2 Associate City Planners   |                    |
| 1 Planning Assistant        |                    |

| City Attorney’s Office | Department of Building & Safety |
|------------------------|---------------------------------|
| 1 Deputy City Attorney | 1 Senior Structural Engineer    |

City staff will be responsible for:

- Providing content for the project website, with occasional assistance by the project consultant team
- Providing direction on the development of all draft provisions
- Provide direction and clarification on the various policy documents in effect
- The review of all proposed Zoning Code provisions and environmental documents prepared by the project consultant team
- The coordination of all Zoning Code Policy Advisory and Technical Committee meetings
- The coordination of Regional Forum meetings
- The coordination of all additional public outreach efforts
- Providing responses and documenting public comments and questions, with occasional assistance by the project consultant team
- The preparation of all official Staff Reports to the City Planning Commission and City Council
- Compiling existing Zoning Administrator’s Interpretations, Technical Bulletins, Zoning Code Manuals, and other Zoning Code-related documentation
- Provide information technology (IT) services in guiding/approving the technology platform selection; reviewing system architecture and City IT regulation compliance; coordinating works required by City’s central Information Technology Agency (ITA); and implementing the web-based system in City’s production environment
- Provide GIS data for impact analyses and decision validations

### B. PROJECT INITIATION

The Consultant shall conduct an initial meeting with Planning Department staff within one week of the Notice to Proceed to discuss the scope of work, project schedule, available background

information, and the proposed public participation process. The meeting shall be an orientation for the Consultant in order to gain an understanding of specific issues, City policies, agency interaction, and opportunities and issues relating to growth and development within Los Angeles.

City staff will provide for the Consultant relevant planning and policy reports including the latest versions of the Zoning Code, General Plan Elements, Community Plans, and other similar documents.

#### Task B.1: Project Management Plan

The Consultant shall provide a draft Project Management Plan (PMP) that outlines the work program and expenditure plan for staff's approval, identifying (by line item) tasks, subtasks, deliverables, responsible parties, division of labor by hours, rates (including fringe and indirect costs), tasks, and timelines for project completion. The draft work and expenditure plan shall include a strategy and schedule detailing phasing for environmental assessment of the new code. The expenditure plan will also include a reserve budget for resources (i.e. time and materials) for additional work needed for revisions to major deliverables such as Recommendation Drafts ([Task G.3 of Section II.G](#)) and the implementation work and recommendations ([Section II.I](#)).

The Consultant shall provide a project organization chart including the roles of lead consultants and subcontractors, and project staff allocation and reporting relationships.

*Deliverable B.1.1: Within two weeks following the project initiation meeting, the Consultant shall provide a final Project Management Plan incorporating staff's input.*

### **C. PROJECT WEBSITE**

#### Task C.1 – Project Website

The primary guiding principle for the public outreach program is to accommodate individuals and groups who are interested in the project by developing a set of outreach tools that “bring meetings and information to the people”. The primary tool to accomplish this objective is the project website.

The project website consultant will be responsible for developing and maintaining the site. Content for the website will be provided by City staff, with occasional assistance by the project consultant team. It should be available on desktop computers, tablets, and mobile devices.

The project website will serve as the main source where the public can access the latest information and status updates, as well as provide input. The website will be a portal for all project-related information including, but not limited to, notices of public meetings, frequently asked questions, educational materials, quarterly newsletter updates, and links to Policy Advisory Committee meetings information.

*Deliverable C.1.1: Develop and maintain a project website for the life of the project that is accessible via desktop computers, tablets, and mobile devices. The project website should utilize a content management system that allows designated project staff to post/update information when necessary, and should allow for the easy posting of files, text, graphics, and tables.*

*The following functionality requirements shall be incorporated into the project website:*

*Electronic Mailing List – The project website must functionally allow an individual who is interested in keeping up to date on the project to sign up as part of the project “Interest List.” The website must enable project staff to send updates directly to interested parties’ email addresses.*

*Video/Audio Broadcasting – The project website must have the capability of webcasting live and previously recorded public meetings. A page must be included featuring hyperlinks to the videotaped meetings.*

*Project Calendars – The project website must have the capability of providing a calendar of events and meetings at the overall-project level, as well as at the regionally-specific project level.*

*Quarterly eNewsletters – The project website must include the capability of providing quarterly updates at the overall-project level, as well as at the regionally-specific project level.*

*Outreach & Education – The project website must include the capability of providing outreach and education opportunities at the overall-project level, the regionally-specific project level, and the issue/topic level.*

*Social Networks – The project website must include the capability of sharing information using the most effective social networking tools.*

## **D. ZONING CODE EVALUATION AND INITIAL RECOMMENDATION REPORT**

### **Task D.1: Evaluate Existing Zoning Code**

With the assistance of Department staff, the Consultant shall complete a comprehensive evaluation of the existing Zoning Code. The Consultant shall begin by identifying sections that are effective, ineffective, and/or confusing by soliciting input through Department staff and stakeholder meetings relative to the Zoning Code and development issues including, but not limited to, the following:

- The development approval process,
- Ordinance code requirements,
- Ordinance administrative procedures,
- Ordinance deficiencies,
- Ordinance suggested changes,
- Conversion methodologies, and
- Implementation procedures

### Task D.2: Alternative Zoning Code Approaches

After gathering input from staff and stakeholder outreach meetings, the Consultant shall conduct research to identify alternative approaches to address concerns with the existing regulations. Once alternative approaches have been identified, the Consultant shall evaluate techniques that might be applied to the development and administration of the new Zoning Code specific to the City of Los Angeles.

Based on initial outreach efforts and research and analysis of the existing Zoning Code, the Consultant shall deliver a memorandum that addresses the following:

- Areas of the Zoning Code that are effective, ineffective, and/or confusing
- Alternative approaches to address the concerns with existing regulations as well as proposed techniques that might be applied to the development and administration of the new Zoning Code
- Key provisions of the structure for the new Zoning Code
- Issues with the existing Zoning Code that require further discussion and input

*Deliverable D.2.1: Within two months of the Notice to Proceed, a memorandum that summarizes the findings of initial analysis, identifies major concerns and issues with the current Zoning Code, including areas that are effective, ineffective, and/or confusing, as well as identifies the alternative approaches that can be applied to address those concerns and issues. Furthermore, the memorandum shall include a brief summary of key provisions of the recommended structure for the new Zoning Code. The Consultant shall identify the preferred alternative.*

### Task D.3: New Zoning Code Structure

The Consultant shall participate in public outreach meetings to introduce the new structure of the Zoning Code, as well as allow additional opportunity to discuss issues and concerns with the existing Zoning Code.

*Deliverable D.3.1: The Consultant shall develop outreach and educational materials to City staff, and will participate in public meetings to introduce the new Zoning Code approach.*

### Task D.4: Final Project Phasing Plan

The Consultant shall prepare a Final Project Phasing Plan demonstrating how all work on the new Zoning Code will be completed to the satisfaction of DCP no later than five years from the start date indicated in the final contract. The revised Zoning Code shall be delivered to the City Planning Commission no later than December, 2017. However, the Unified Downtown Development Code shall be delivered to the City Planning Commission between 24-30 months

from the start date indicated on the final contract. The plan will utilize a phased approach to development and adopt Code provisions, and will be used to maintain the pace of the project, and determine when individual deliverables will be completed.

*Deliverable D.4.1: The Consultant shall develop a Final Project Phasing Plan to the satisfaction of the City.*

## **E. REVISED ZONING CODE**

### **Task E.1: Create a Draft Zoning Code**

Based upon the Final Project Phasing Plan, the Consultant shall write a series of Preliminary Draft Ordinances that collectively comprise a well-organized and user-friendly Zoning Code that reflects the City of Los Angeles's needs, values, and resources through easy-to-read text and illustrative graphics. The new Zoning Code shall be consistent with the goals, objectives, policies, and guiding principles established by the General Plan Framework Element.

The structure of the new Code and its administrative processes and procedures shall at minimum:

- Ensure consistency and predictability
- Consolidate similar subjects currently scattered throughout the Code
- Consolidate repetitive lists of standards into matrices
- Use graphics to illustrate text language
- Develop clear and effective use matrices
- Include a complete set of definitions
- Remove unique provisions and technical criteria that are not part of the normal development review process
- Ensure that decision criteria reflect the City's planning goals and are specific enough to produce predictable results
- Narrow and strengthen discretionary review procedures and criteria
- Consolidate all decision-makers, approval procedures, decision criteria, and procedural requirements into one chapter
- Summarize review bodies, decision makers, and appeal bodies for each type of approval in table format
- Provide the modernized public notice requirements which include ample opportunity for review, or input

The new Zoning Code shall provide more zoning options with less site-specific conditions and overlays. The Consultant shall delete, amend, consolidate, and/or expand the current zoning districts to be consistent with the General Plan Framework Element's land use categories:

- |                             |                          |
|-----------------------------|--------------------------|
| ▪ Single-Family Residential | ▪ Downtown Center        |
| ▪ Multi-Family Residential  | ▪ Regional Centers       |
| ▪ General Commercial Areas  | ▪ Community Centers      |
| ▪ Industrial                | ▪ Neighborhood Districts |

- Transit Stations
- Mixed-Use Boulevards
- Pedestrian-Oriented Districts
- Historic Districts

Development standards shall be incorporated into appropriate sections of the Zoning Code. The Development standards shall enhance and/or conserve the appearance and functionality of residential and commercial areas, including appropriate applications for mixed-use structures that integrate housing with commercial uses. The Zoning Code should utilize the latest green building best practices, and incorporate the latest City and State Green Building Codes.

Along with development standards, the Consultant shall incorporate officially adopted design guidelines, urban design objectives, pedestrian-friendly development, and transit-oriented development as organizing principles into the appropriate sections of the code. Although existing overlays and Specific Plans will be maintained, the provisions of the new Zoning Code should be written in a manner that will reduce the City's reliance on these site-specific planning documents, and be able to accommodate the needs currently being addressed by these tools.

The Consultant shall produce drafts for each component as it is addressed and rewritten that is intended primarily for discussion and evaluation by the Zoning Code Committees, City staff and the public. As each draft component is completed, it will move forward on to the review and adoption process. Components will eventually be bundled into a unified Zoning Code to be adopted as they become available for adoption or as a single document by the City Council.

*Deliverable E.1.1: A draft for each component of the revised Zoning Code as outlined in [Subsection G of this Section](#).*

#### Task E.2: Create a Dynamic Web-Based Code System

One of the key deliverables is the creation of a rule-based interactive online Zoning Code system that can guide an individual through the entitlement processes and procedures. While developing the code language, the Consultant shall simultaneously work with the City with the goal of developing an interactive web-based application/system for the new Zoning Code. City Staff will provide IT guidance and recommendations as they relate to the determination of technology platform; system architecture review; compliance with City IT regulations and best practices; coordination of any work to be performed by the Information Technology Agency (ITA); and if required, the implementation of the system within the City's IT infrastructure.

The Web-Based Code shall feature:

- Customized development report (i.e., a Development Wizard) that will compile all of the most relevant provisions for a particular property
- Interface with, and enhance the features of the Department's existing Zoning Information and Map Access System (ZIMAS)

- Extensive graphics that are visible when the code text is viewed (not in a separate window) which include both traditional static images as well as dynamic graphics (i.e. video or animated information/instructions) that demonstrate step-by-step information when necessary
- Pop-ups of key definitions as the substantive text is viewed
- Develop a “digital concierge” or TurboTax™-type system (imagine: TurboZone) to guide people through zoning regulations and review processes

As the draft components go through the review and adoption process, the online Zoning Code system will be worked on concurrently.

*Deliverable E.2.1: A rule-based, interactive, on-line Zoning Code system with web-based user interface, which guide stakeholders through zoning regulations and project review processes. Ownership of all components of this system, hardware, software, source code, data, licenses and system documentation, shall become the property of the City.*

### Task E.3: Unified Downtown Development Code

The Consultant shall conduct a review and revision of the existing Zoning Code focusing solely on Downtown Los Angeles. The Consultant shall adhere to the same general procedures for the pilot project that they will follow for the development of the draft Zoning Code in [Task E.1](#).

The Consultant shall create a draft document that focuses on Downtown as the primary economic, governmental, and social focal point of the region with an enhanced residential community. The draft document shall provide for the continuation and expansion of government, business, cultural, entertainment, visitor-serving, housing, industries, transportation, supporting uses, and similar functions at a scale and intensity that distinguishes and uniquely identifies the various districts throughout Downtown. The document shall also consolidate all existing Specific Plans and overlays, and incorporate the design guidelines that have already been established for Downtown Los Angeles.

*Deliverable E.3.1: Prepare a draft of a Unified Downtown Development Code concurrent with a model and process for testing and evaluating the proposed Code, as outlined in [Subsection G of this Section](#).*

## **F. ZONING CODE COMMITTEES AND PUBLIC OUTREACH**

Staff and stakeholder input shall be utilized to identify sections of the existing and new Zoning Code that are effective, ineffective, and/or confusing. Staff and stakeholder input shall be solicited through the following Zoning Code Committees:

### Task F.1: Technical Advisory Committee

The Technical Advisory Committee (TAC) will be a group made up of the General Managers of the City's various Departments, Agencies, and Bureaus that would focus on the feasibility of proposed regulations. City staff will be responsible for coordinating these meetings.

*Deliverable F.1.1: The Consultant will be responsible for providing City staff with any support in the form of presentation aids, graphics, or other materials needed to conduct each TAC meeting. The Consultant will also provide the technical/expert support needed to respond to questions and concerns when necessary.*

### Policy Advisory Committee

The Policy Advisory Committee (PAC) will be a group of local leaders and stakeholders involved in the use and development of the City of Los Angeles. These individuals will serve as advisors to City and consultant staff during development of new Zoning Code provisions and may include representatives from such groups as:

- American Institute of Architects, Los Angeles and San Fernando Valley Chapters
- Building Industry Association
- Los Angeles Area Chamber of Commerce
- Engineers
- Academics
- Los Angeles County Metropolitan Transit Authority
- Certified Neighborhood Councils
- Homeowner Association Groups
- Non-Affiliated Residents
- Housing Advocates
- Central City Association
- Valley Industry & Commerce Association
- Urban Land Institute

*Deliverable F.2.1: The Consultant will be responsible for providing City staff with any support in the form of presentation aids, graphics, or other materials needed to conduct each PAC meeting. The Consultant will also provide the technical/expert support needed respond to questions and concerns when necessary.*

### Task F.3: Regional Forum Meetings

The purpose of these meetings is to serve as a formal conduit for information to and from local communities. Information and handout materials will be provided to attendees that will allow for individuals to give input on the spot, or via mail and Internet at a later date. City staff will be responsible for coordinating these official project meetings.

*Deliverable F.3.1: The Consultant will be responsible for providing City staff with any support in the form of presentation aids, graphics, or other materials needed to conduct each Regional Forum meeting. The Consultant will*

*also provide the technical/expert support needed to respond to questions and concerns when necessary.*

#### Task F.4: Stakeholder Group Meetings

As-needed meetings with stakeholders may occur, but will require minimal support from the Consultant.

Obtaining stakeholder consensus of proposed Zoning Code provisions will be critical for a successful and timely completion of the project. To accomplish this, City staff will attend various stakeholder group meetings on an as-needed basis, in addition to work program meetings; the goal is to create outreach opportunities beyond the established work program. Stakeholder group meetings will not have an impact on the project's schedule, and will be set up and hosted by other organizations (Neighborhood Councils, Homeowner Associations, Professional Organizations, etc.); in other words, these will be meetings where the Zoning Code Revision project would be only one item on a meeting agenda.

*Deliverable F.3.1: The number of Stakeholder Group Meetings will be unknown, but will require occasional/minimal support from the Consultant.*

#### Task F.5: Public Outreach and Education Materials

The Consultant shall help City staff in developing public outreach and education materials that inform the public of the outreach process, and explain the proposed Zoning Code components, the principles behind the code revision, and the importance of its adoption. These materials should utilize simple and accessible language, should be eye-catching/visually stimulating, and should utilize original art produced for this initiative whenever possible.

*Deliverable F.3.1: Public outreach and education materials that will keep the public informed throughout the entire project timeline.*

### **G. DOCUMENT REVIEW & EVALUATION PROCESS**

#### Task G.1: Administrative Draft

Based on the results of the Zoning Code Evaluation and Initial Recommendation Report in [Section II.D](#), the Consultant shall present an Administrative Draft of each component of the new Zoning Code to the Planning Department for internal document review and evaluation. In conjunction with the Administrative Draft, the Consultant shall create a methodology for testing and evaluating the proposed Zoning Code provisions. The new code language shall be tested to identify effectiveness, appropriateness, practical and legal problems, and that the form of the new code language will be simplified and user-friendly, and can be fed into a rule-based system.

City staff shall provide a response to the proposal in writing within 10-15 working days of receiving an Administrative Draft. The Consultant will then have 10 working days to address

any comments or concerns identified by City staff, which will ultimately become the Public Review Draft.

*Deliverable G.1.1: An Administrative Draft for each component of the new Zoning Code based on the response received from City Staff's initial review of the Zoning Code Evaluation and Initial Recommendation Report as outlined in [Section II.D](#).*

#### Task G.2: Public Review Draft

With the support of the Consultant, City staff shall present each Public Review Draft component to the PAC and TAC for document review and discussion, and will also be shared with the public through Regional Forum meetings to receive public comment and input. The PAC and TAC shall provide a response to the proposed provisions during individually scheduled meetings. City Staff shall provide a summary of public input received at Regional Forums after scheduled meetings. The Consultant will then have 10 to 20 working days, depending on the complexity of issues, to address any comments or concerns identified by the PAC, TAC, and City staff, which will ultimately become the Recommendation Draft.

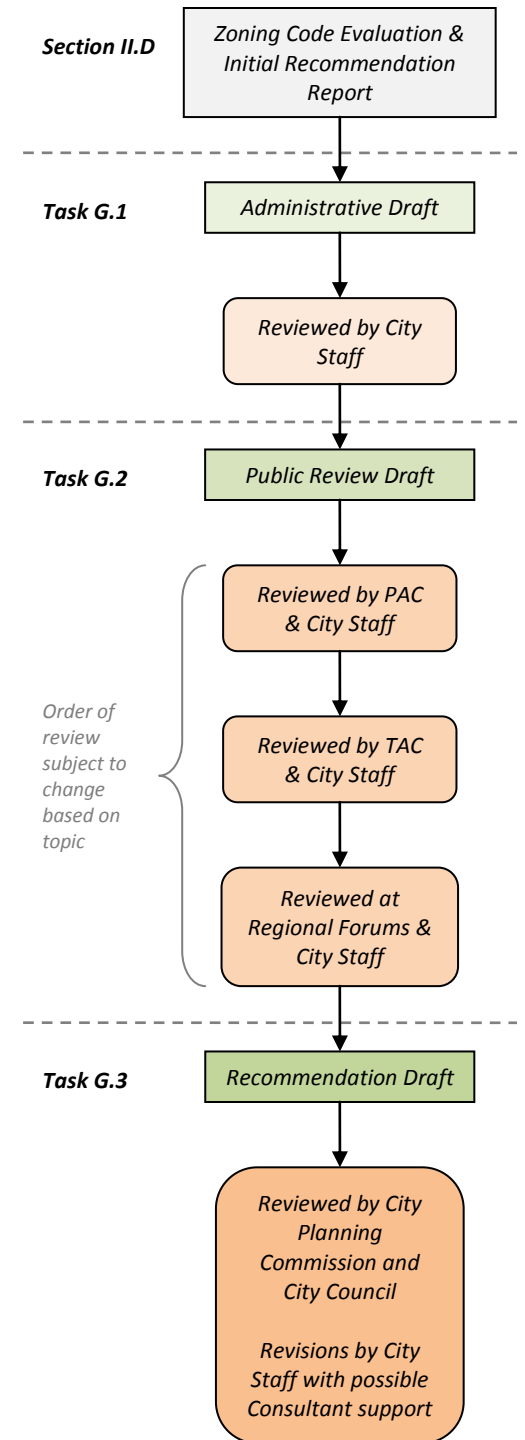
The timing and distribution of this work shall be done in accordance with the Department's Public Participation Policy outlined in [Attachment IV](#) of this document.

*Deliverable G.2.1: A Public Review Draft for each component of the new Zoning Code based on the response received from the initial City staff review and evaluation of each Administrative Draft component.*

#### Task G.3: Recommendation Draft

After PAC, TAC, City staff and public consideration, evaluation and testing of the proposed component or bundle of components of the Zoning Code, the Consultant shall incorporate final revisions to prepare a Recommendation Draft of each component. It will be a refinement of the Public Review Draft, but may include new alternative

#### **Document Review & Evaluation Process**



approaches if the original selected approaches prove unsuccessful through testing and evaluation.

The Recommendation Draft is the actual code language that will be submitted first to the City Planning Commission, then to the Planning and Land Use Management Committee (PLUM) and on to City Council, and may require subsequent amendments/revisions as it makes its way through the adoption process. These changes will be made by the City staff, but may require additional hours by the Consultant in order to assist staff with technical support. This work will be billed on a time and materials basis as described in the Project Management Plan ([Section II.B](#)). Once all components have reached the final draft stage, the components will be submitted as a unified code. The Consultant is not expected to carry out community meetings on this draft.

*Deliverable G.4.1: A Recommendation Draft for each component of the proposed new Zoning Code in both electronic and hard copy format that is ready to take forward for adoption.*

#### Task G.4: Printed Copies

Although the goal of the project is to reduce the number of printed copies of each component of the new Zoning Code, there will still be a need to produce them for limited distribution. The Consultant will be responsible for providing these hard copies when necessary. *The Department is exploring the possibility of issuing tablet devices to City staff and the Policy Advisory Committee in order to minimize the number of copies needed for distribution.*

- *Administrative Drafts* should be produced in limited quantities, which will most likely range between 20 to 25 copies.
- *Public Review Drafts* are expected to be made available to the PAC in electronic form, but may require up to 20 copies. The TAC will require paper copies (most likely range between 25 to 30 copies). Again, this draft should be produced in limited quantities for City staff (most likely range between 20 to 25 copies). This draft will also be made available to the public in electronic form, but a large number of paper copies may be needed to be made available for informal distribution.
- *Recommendation Drafts* will be made available in paper form to the City Planning Commission (most likely range between 20 to 30 copies), PLUM (most likely range between 15 to 20), and City Council (most likely range between 40 to 50 copies); these drafts will be made available to the public in electronic form, but may require some limited paper copies may be required for informal distribution.

*Deliverable G.4.1: The Consultant will be responsible for providing printed color and/or black & white copies of each draft component of the new Zoning Code.*

### Task G.5: Electronic File Management and Transmittals

All deliverables are to be provided in paper copy as well as in electronic format. The Consultant is responsible for creating and maintaining a cloud-based system that is accessible to City staff, consultant staff, and committee members. The Consultant will provide the Department of City Planning any and all files used to develop the various components of the new Zoning Code for future use and amendments.

*Deliverable G.5.1: An accessible cloud-based system capable of providing access and/or pushing down files to all authorized individuals based on their level of involvement.*

*Deliverable G.5.2: All deliverables, including reports, memos, presentations, and drafts shall be submitted and accessed by this cloud network. Document format shall be as follows:*

- *All spatial and spatial attribute data in ESRI ArcGIS compatible format.*
- *All analytical data in Microsoft Office Excel, Access, or Oracle format.*
- *All text and text tables in Microsoft Word format.*
- *All charts, illustrations or graphic images in Graphic Interchange Format (.gif), Joint Photographic Experts Group (.jp/.jpeg), and Portable Document Format (pdf) format.*
- *All original source files used to develop any graphics, diagrams, and charts.*

## **H. ENVIRONMENTAL REVIEW & DOCUMENTS**

### Task H.1: Environmental Work Plan

The Consultant shall work with City staff to develop and update an Environmental Work Plan that identifies a strategy and schedule to accomplish the environmental review of all proposed components of the new Zoning Code, pursuant to the California Environmental Quality Act (CEQA). The Consultant shall set a schedule that establishes milestones to ensure adherence to the schedule. Setting milestones will also allow the City to evaluate progress at appropriate intervals and adjust needs accordingly.

*Deliverable H.1.1: A detailed Environmental Work Plan which includes a strategy and schedule for completion of all necessary environmental review.*

### Task H.1: Preparation of Environmental Documents

Upon approval of the Public Review Draft of each component of the new Zoning Code ([see Task G.3 of Section G above](#)), the Consultant will begin the environmental review process in compliance with CEQA. The purpose of the environmental review is to provide a

comprehensive evaluation of the long-term environmental consequences resulting from implementation of the proposed Zoning Code provisions.

*Deliverable H.1.1: The Consultant shall be responsible for the preparation of all environmental review and documentation required by CEQA.*

## **I. IMPLEMENTATION**

### **Task I.1: Layperson's Guide to Zoning**

The Consultant shall prepare a series of User's Manuals, which are intended to help the citizens of Los Angeles understand and participate in the planning process.

*Deliverable I.1.1: A series of User's Manuals for the new Zoning Code.*

### **Task I.2: Zoning Maps**

The Consultant shall work with staff to develop recommendations, including a detailed timetable and specific milestones, on how to proceed with a comprehensive revision of the City's zoning maps. The Consultant shall also prepare a Zoning Equivalency Chart, which identifies the equivalent between the new zoning options and those available in the current Zoning Code. These recommendations must be submitted concurrent with the submission of the proposed new Zoning Code to City Council. These recommendations shall be designed to be consistent with comprehensive and neighborhood plans and other planning documents.

*Deliverable I.2.1: A report including a timetable and specific milestones detailing a set of recommendations on how the Planning Department should carry out a revision of the City's zoning maps.*

*Deliverable I.2.2: A Zoning Equivalency Chart, in Word and database format, which identifies the equivalent between the new zoning options and those available in the current Zoning Code.*

### **Task I.3: Recommendation on the Transition Process**

The Consultant shall provide recommendations on the process for transitioning between the current Zoning Code and the proposed Zoning Code. As part of the transition materials, the Consultant shall also prepare a cross-reference guide (or matrix) of where provisions from the old Zoning Code, or equivalent provisions, can be found in the new Zoning Code.

*Deliverable I.3.1: A written report that will accompany the final draft of the proposed new Zoning Code when it is submitted to City Council that will include recommendations for the transition between the current code and the proposed new code.*

*Deliverable I.3.2: A cross-reference guide or matrix indicating where provisions from the old Zoning Code, or equivalent provisions, can be found in the new Zoning Code.*

#### Task I.4: Training Program for New Code Users

The Consultant shall develop a training program on the new Zoning Code for users that includes staff, professional code users, community residents and civic associations. This training will be conducted by City staff using the materials provided by the Consultant. However, the City may decide to utilize the optional contract extension period for the purposes of making the Consultant responsible for providing this training, with assistance from City Staff.

The Consultant shall prepare presentations, handouts, and exercises. The Consultant shall create a workbook to be distributed at the training sessions. The materials included in the workbook shall provide an overview of key elements of the Zoning Code, and more focused application of its technical aspects.

*Deliverable I.4.1: Training curriculum and schedule for Department of City Planning staff, Department of Building and Safety staff, City Council, professional code users, community residents and civic associations.*

#### Task I.5: Other Municipal Code References to Zoning Code

The Consultant shall perform an analysis of references to existing Zoning Code provisions in other documents such as existing Specific Plans, Overlays, and other Chapters of the Municipal Code. The Consultant will prepare a series of draft Ordinances that make the necessary changes to maintain these references.

*Deliverable I.4.1: A written report identifying references to existing Zoning Code provisions in other documents such as existing Specific Plans, Overlays, and other Chapters of the Municipal Code which includes draft Ordinances that make necessary changes to maintain these references.*

**End of Section II**

## SECTION III – PROPOSAL REQUIREMENTS AND INFORMATION

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The successful consultant team will have expertise in the areas of code writing, urban design, transit-oriented development, environmental regulation, transportation planning, web development, graphic design, public outreach, market analysis and feasibility, and public communications/relations.

The team must demonstrate the following knowledge, skills, and abilities:

- Knowledge and familiarity with City of Los Angeles
- Experience drafting legislation regarding zoning requirements, subdivision regulations, and land use issues
- The ability to write clear, concise language, and create graphic illustrations
- The ability to coordinate multiple sub-contractors in order to deliver work in an effective and timely manner
- The ability to publish documents on the Internet in a manner that is both accessible and interactive
- The ability to solicit public input through a variety of public outreach methods
- The ability to produce graphics and/or original artwork for outreach and branding purposes
- The ability to develop, coordinate, conduct, and assist in the delivery of end user training in the use of the new zoning code
- The ability to develop, test and implement a rule-based, interactive, on-line Zoning Code system with web-based user interface

### A. PROPOSAL FORMAT, CONTENTS AND EVALUATION CRITERIA

The RFP has been structured to provide specific requirements, which function as a standardized framework for the evaluation of a prospective Proposer's qualifications. The evaluation criteria will allow DCP to examine the qualifications of the Proposer, the proposed staff, the ability to meet the program needs described in the Scope of Work and the cost effectiveness for the professional services. An Evaluation Committee will rank all responsive proposals with respect to the evaluation criteria.

Evaluation of the proposals will be weighted as follows:

- |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 40% | <p><b>Scope of Work &amp; Preliminary Project Phasing Plan (A2, A3, A4)</b></p> <ul style="list-style-type: none"><li>▪ Approach and planning philosophy used to carry out the Planning Department's core mission and further achievement of the General Plan Framework's six guiding principles</li><li>▪ Approach to preparing the deliverables described in the Scope of Work</li><li>▪ Approach to the tasks and subtasks that will be completed</li></ul> |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

- Approach used in Preliminary Project Phasing Plan
- Process proposed to prepare the most complete and highest quality of deliverables

30%

**Qualifications of the Proposer and Proposer Staff (A5, A6)**

- Familiarity with regional and local issues
- Capability to reallocate resources as needed to meet project schedule
- Experience with projects of similar size and scope
- Resources available for the project (e.g., analysis, mapping, graphics, etc.)
- Time commitment of key individuals
- Qualifications of key individuals

10%

**Operating Methodology (A7)**

- Tasks and approach clearly described
- Creative/innovative approach
- Project intent has been met

20%

**Cost Effectiveness (A8)**

- Realistic cost for services to be performed
- Allocation of cost to tasks and activities
- Total time allocated to each task is realistic
- Logical and realistic timing of each task

Pass/Fail

**References**

- Similar projects completed on time and within budget

Proposers may be required to make oral presentations to the Evaluation Committee and should be prepared to have key management personnel available for these interviews. The successful Proposer(s) will be named after the proposals and presentations are evaluated. The committee will make recommendations to the DCP Director of Planning. If interviews are not held, final selection will be based solely on the RFP submittal.

It is the Proposer's responsibility to prepare a proposal, which is representative of the Proposer's qualifications. If there is any additional information which would assist the City in its assessment of the proposal, the Proposer should include all such information in its proposal under the title Additional Information.

Each proposal shall be prepared simply and economically, avoiding the use of elaborate promotional material beyond what is sufficient to provide a complete and accurate presentation. The responses to this RFP must be made in accordance with the format set forth in this Section under A.1. through A.10. Only responsive proposals will be considered. Failure to adhere to the following format may cause rejection of the proposal as non-responsive.

**1. Cover Letter**

The proposal shall contain a cover letter and introduction (limited to one page) which includes the company name and address, the name and telephone number of the persons who will be authorized to represent the Proposer regarding all matters related to the proposal and any contract subsequently awarded to the Proposer. This letter shall be signed by any person(s) authorized to bind the company to all commitments made in the proposal. If the Proposer is a partnership, the proposal must be signed in the name of the partnership by a general partner thereof. If the Proposer is a corporation, the proposal must be signed on behalf of the corporation by two authorized officers (Chairman of the Board of Directors, President or Vice-President and a Secretary, Treasurer or Chief Financial Officer) or an officer authorized by the Board of Directors to execute such documents on behalf of the corporation. All signatures above must be original and in ink on at least one copy of the proposal submitted to the City.

**2. Proposer's Planning Philosophy**

The proposal must include the Proposer's general philosophy and approach to planning and zoning regulations, provide a preliminary impression of the City of Los Angeles' existing Zoning Code, and preliminary approach to new Code based on an initial review and assessment.

**3. Scope of Work**

Each proposal must describe the Consultant's approach to preparing the deliverables described in Section II of this RFP concerning the Scope of Work. Specifically, the Consultant must describe the tasks and subtasks that will be completed and the process that will be used to prepare the most complete and guarantee the highest quality of deliverables. In addition, the Consultant must describe how their proposed approach and planning philosophy will carry out the Planning Department's core mission and further achievement of the General Plan Framework's six guiding principles.

**4. Preliminary Project Phasing Plan**

Each proposal submitted for consideration shall include a Preliminary Project Phasing Plan demonstrating how all work on the new Zoning Code will be completed to the satisfaction of DCP no later than five years from the start date indicated in the final contract. This plan may differ from the initial plan in [Section I.A](#), but shall adhere to the overall project start and completion timeline and the Unified Downtown Development Code timeline. A Final Project Phasing Plan will be settled on shortly after the contract is awarded.

The Preliminary Phasing Plan shall include a short written narrative describing how the Scope of Work (outlined in [Section II](#)) will be completed, including all environmental review, public outreach efforts, technical needs (project website, cloud, etc.), including the costs of completing each task/deliverable.

## 5. **Qualifications of Proposer**

The Contractor Team should possess qualifications and previous experience performing work as described in this RFP. Proposers must furnish proof of ability to perform the work outlined in this RFP placing emphasis on the sequence and relationships of major steps, and methods for managing the work. Proposals should reflect anticipated problems, if any, contingencies, and ability to succeed. Of particular importance will be the Contractor's ability to utilize a creative and innovative approach to produce the most comprehensive and complete product possible. This section should contain a list of clients, their addresses and telephone numbers, for whom the Proposer has performed services similar to those described in this RFP. This section must also include a description of all those similar services, including dates, duration of work, and contract amounts. Proposals should contain examples or sample products of any relevant projects, as well as implementation skills and any other applicable documentation. Documentation should also be included on the financial status of the Proposer to ensure that the Proposer will continue in business through the term of the contract.

Proposers shall also provide thorough responses to the following list of questions. The response to these questions will be included in the City's evaluation of the Proposer. In your proposal, please restate the questions followed by the response.

- a. What is the general type of work performed by your firm? Does your firm have a focus? Describe your organization, including your mapping/graphics staff.
- b. What is your firm's experience with developing graphic materials, maps and 3-D models?
- c. What is your firm's experience in carrying out public outreach programs, including conducting charettes, workshops and public presentations. Please provide examples that illustrate the approaches and techniques that have proven most effective?
- d. What is your firm's experience working with the City of Los Angeles?
- e. What is your firm's experience in preparing CEQA clearances for zoning code ordinances?
- f. Provide examples of rule-based on-line interactive Zoning Code systems your firm has developed and implemented.
- g. List other contracts awarded to your firm where services were similar in scope, size, or discipline. Describe similarities and differences of each of these services compared to the services contained in this RFP. What were the budgets of the other projects?

- h. If your firm is located outside of Southern California, what will be done to ensure access? Do you have additional offices in Southern California?
- i. Many firms have adopted a profile for the managers they hire. Does your firm have such a profile? Please explain.
- j. What would be your initial response to a request by the client to remove the resident contract manager?
- k. What are your firm's quality assurance measures for this type of contract work?
- l. What are your firm's Equal Employment Opportunity and Affirmative Action programs and accomplishments, if any?
- m. Describe any situation over the past three years in which your firm did not complete a contract for a client. Describe the details of the situation, and explain the reasons for the incompleteness (e.g., firm default, client withdrawal, non-payment of invoices, etc.).
- n. Provide documentation on your firm's financial status over the past three years.
- o. Provide any additional information regarding your firm to assist the City to better evaluate your firm.
- p. How is the performance of your managers and any contract management personnel evaluated?
- q. What is the commitment of Principal / Sr. Staff to this project? How will your support staff work together to combine elements of the plan for continuity of the text, mapping, and appendices of the document?
- r. How will you handle staff changes and vacancies created over the life of the project? How will the City be assured of approving any replacement staff is approved of before the changes are made to the project staff?

**6. Qualifications of Proposer Staff**

This section includes, but is not limited to, a listing of all required personnel and qualifications for each position. A Project Manager must be designated and identified, and a detailed resume must be submitted; resumes of other key personnel should be provided. The percentage of the Project Manager's time dedicated to this project should be included, along with the dedicated time of other key personnel. If personnel must be shared with other projects, indicate exactly how much time will be devoted to other projects. If Sub-Contractors are to be used, describe the arrangement, their role

in the project and how the team will work together. An organizational chart of management personnel shall also be included in this section.

The Contractor organization will be evaluated based upon the capability of the Contractor to meet the terms of the RFP, such as the ability to accomplish the work within the estimated time frame, plus the related studies or projects recently completed by the Contractor's organization, which demonstrates expertise in accomplishing similar work. The qualifications of proposed staff will be evaluated in terms of their previous experience and capabilities. The relevant experience and time commitment of key personnel, especially the Project Manager, will be of major importance in the evaluation of the proposals. Proposers shall provide thorough answers to the following list of questions. In the proposal, each question should be restated followed by the response.

- a. Who will be the responsible Principal for the project? What is this person's background, experience and role within the firm? Include a resume of this person.
- b. Describe the tasks to be assigned to the Principal and the percentage of time that will be dedicated to these tasks.
- c. Who will be the Project Manager? Describe the background, experience, and availability over the life of the contract and percent of his/her time to be devoted to the project.
- d. Describe the tasks to be assigned to the Project Manager and the percentage of time that will be dedicated to these tasks.
- e. Who will be the other Professional and Technical Staff who will work on the project? What is each person's background and experience? Include a resume of each staff person.
- f. Describe the tasks to be assigned to other Professional Staff working on this project and the percentage of time that will be dedicated to these tasks.
- g. Who will be the Sub-Contractors for this project? What aspect of the project will they work on and what are their qualifications?
- h. Describe the tasks to be assigned to the Sub-Contractors and the percentage of time that will be dedicated to these tasks.
- i. What is your firm's previous experience working with the proposed Sub-Contractors?

- j. Provide an organization chart of the firm with management personnel names indicated, including the anticipated percent of the time each person would be devoted to the contract.
- k. Provide an organization chart for the project, showing relationships between the responsible principal, project manager, support staff and Sub-Contractors.

## **7. Operating Methodology**

A technical proposal must be provided describing the Proposer's method and resources to perform the work described in this RFP. This section should describe how the Proposer will make effective use of personnel to ensure quality service delivery. The proposal should discuss, in as much detail as possible, its proposed operating programs, including but not limited to the questions outlined below.

Proposers shall provide thorough responses to the following list of questions. The responses to these questions will be considered in the City's evaluation of the Proposal. In your proposal, please restate the question followed by your response.

- a. Provide a plan that accurately describes the performance and functions of all supervisory personnel. Discuss your proposed supervision program.
- b. Discuss how you plan to attract and maintain a quality team for this project. Discuss the salary ranges, specifically the hourly rates you will provide for each task and how many hours each team member will be assigned to each task.
- c. Discuss your firm's experience in writing zoning code ordinances.
- d. Discuss your firm's experience with public meetings and the gathering of input from members of the public.
- e. Discuss how your prior experience in developing zoning code ordinances will be applicable to the City of Los Angeles, including Downtown.
- f. Discuss your previous experience working with multiple departments within a city.

## **8. Cost Effectiveness**

DCP has established a criterion of cost-effectiveness, which gives the highest value to the highest quality proposal at the lowest cost. This can result in the lowest cost proposal being given a lower rating than another proposal since staff will evaluate proposed costs in relation to the quality and level of service to be provided. The qualifications of the Proposer, proposed staff, and the proposed work plan will be considered along with proposed cost in evaluating cost-effectiveness. The reasonableness of the cost of each component will also be considered in evaluating cost-effectiveness. The City may elect to provide some services in house and/or serve as

the coordinator using its partners to provide required services such as surveys, GIS mapping, map distribution, or printing.

- a. Complete form in Exhibit 1 and include your response under the title “Cost Component.” To ensure a standardized basis for the comparison of the various cost proposals, all proposed costs must be specified in accordance with Exhibit 1, Cost Component Form. The cost proposal must include a summary showing the order of project development with a cost breakdown. Supporting details must be provided for each cost category, including rates for person-hours for smaller tasks such as information gathering or press release development.
- b. The policy of the City is to compensate the Contractor on an hourly rate basis for all work conducted by Contractor staff pertaining to the project. These rates should include all direct, indirect and overhead costs. The City pays on a reimbursable basis for sub-contracted work. The City will make payment for all services to the prime Contractor, who, in turn will be responsible for payments to Sub-Contractor(s). The City will pay no commissions (markups) to the Contractor in addition to the hourly rate charged.
- c. The Proposer should provide billing rates for each key person assigned to the project, which include all direct and overhead costs. All elements of the cost proposal must be individually identified, (i.e. labor, benefits, insurance). These costs should be summarized in a table/matrix form.

**9. Addendum Acknowledgment**

The proposal shall contain an acknowledgment of receipt of all amendments and/or addenda to the RFP.

**10. Company Portfolio or Annual Report**

The Proposer should submit a detailed company portfolio including the company’s financial viability within the past three (3) years, credit references, on-going projects, and all pending litigation in which the company may be directly or indirectly involved.

**B. LIMITATIONS**

1. Notwithstanding any other provisions of this RFP, the City reserves the right to reject all proposals and to waive any submission or task contained within a proposal, if doing so would be to the advantage to the City or its taxpayers.
2. The Proposer understands and agrees that the City shall have no financial responsibility for any costs incurred by the Proposer in responding to this RFP.
3. The City of Los Angeles requires that every proposal, bid, or offer shall have thereon or attached thereto the affidavit of the Proposer indicating that: such proposal is genuine,

not sham or collusive, nor made in the interest of any person therein named; that the Proposer has not directly or indirectly induced or solicited any other Proposer to submit a sham proposal or to refrain from proposing; and that the Proposer has not in any manner sought by collusion to secure for himself an advantage over any other Proposer. Any bid made without such affidavit, or found to be in violation thereof, shall not be considered.

4. The Proposer understands that, in order to avoid any conflict of interest issues, any consultant firms which actively represent clients who file applications for discretionary land use approvals within the City of Los Angeles will not be eligible to be a part of the Consultant Team. If this is an issue, the particular firm(s) will be required to commit to not taking on other clients within the City of Los Angeles for the duration of the contract, including the optional two-year extension period. This will be taken under consideration by the City in making its final selection.

### **C. SUBMISSION OF PROPOSAL**

#### **1. Acceptance of Terms and Conditions**

Submission of a proposal pursuant to this RFP shall constitute acknowledgment and acceptance of all the terms and conditions hereinafter set forth in this RFP unless otherwise expressly stated in the proposal.

#### **2. Award of Contract**

The Proposer to whom the contract is awarded shall be required to enter into a written contract with the City of Los Angeles in a form approved by the City Attorney. This RFP and the proposal, or any part thereof, may be incorporated into and made a part of the final contract, however, the City reserves the right to further negotiate the terms and conditions of the contract with the selected Proposer. The contract will, in any event, include a maximum "fixed cost" to the City of Los Angeles.

#### **3. Pre-Proposal Conference**

The pre-proposal conference will be held on the date and time stated in the cover letter.

#### **4. Conferences During the Proposal Period**

After expiration of the time to submit proposals and continuing until a contract has been awarded, all City personnel and all others involved in the project will have been specifically directed against holding any meetings, conferences or technical discussions with any Proposer except as provided in this Section. Proposers shall not communicate in any manner with any representatives of participating agencies regarding the RFP or the proposals during this period of time, unless authorized, in writing, by the Evaluation Committee. Failure to comply with this requirement may result in the termination of further consideration of that Proposer's proposal.

**5. Adherence to RFP Format**

The response to this RFP must be made in accordance with the format set forth in this Section. Failure to adhere to this format may be cause for rejection of the proposal as non-responsive.

**6. Proposal Conditions and Limitations**

Proposals which set forth conditions or limitations to those set forth in the RFP may be considered non-responsive and rejected.

**7. Proposal Interpretation and Addenda**

Any change to or interpretation of the RFP will be sent by the City to each firm or individual that requests such changes. Receipt of any such changes or interpretations shall become a part of said RFP and may be incorporated into any contract awarded.

**8. Execution of Proposals**

If the Proposer is a partnership, the proposal must be signed in the name of the partnership by a general partner thereof. If the Proposer is a corporation, the proposal must be signed on behalf of the corporation by two authorized officers (a chairman of the Board, President or Vice-President and a secretary, treasurer or chief financial officer) or an officer authorized by the Board of Directors to execute such documents on behalf of the corporation. All signatures above must be original and in ink on at least one copy of the proposal.

**9. Disposition of Proposals**

All proposals submitted in response to this RFP will become the property of the City of Los Angeles and a matter of public record. The Proposer must identify, in writing, all copyrighted material, trade secrets or other proprietary information that it claims is exempt from disclosure under the Public Record Act, (California Government Code Section 6250 et seq.). Any Proposer claiming such an exemption must also state in the proposal its refusal to disclose such material, trade secrets or other proprietary information to any party making a request. Any Proposer who fails to include such a statement shall be deemed to have waived its right to an exemption from disclosure as provided by said Act.

**10. Proposal Cost and Ownership**

Each proposal prepared in response to this RFP shall be prepared at the sole cost and expense of the Proposer and with the expressed understanding that no claims against the City for reimbursement will be accepted. All proposals will become the property of the City and will not be returned to the Proposer. The Proposer should not include confidential information or trade secrets without expressly stating and identifying the information or trade secrets to be considered confidential, since all accepted proposals will become public information. However, if such information is necessary to assure a competitive proposal, then the Proposer is to follow the guidelines for confidential information as discussed below.

#### **11. Confidential Information**

Proposals made in response to this RFP may contain technical, financial, or other data whose public disclosures could cause substantial injury to the Proposer's competitive position or constitute a trade secret. To protect such data from disclosure, the Proposer should specifically identify the pages of the proposal that contain confidential information by properly marking the applicable pages and inserting the following notice in front of the proposal:

**"NOTICE"**

"The data on the pages of this proposal identified by an asterisk (\*) or marked along the margin with a vertical line, contain information which are trade secrets and/or whose disclosure would cause substantial injury to the Proposer's competitive position. The Proposer requests that such data be used only for the evaluation of its proposal, but understand that disclosure will be limited to the extent that the City determines is under federal, state, and local law."

In proposals containing proprietary information, proprietary paragraphs and/or data should be clearly marked as noted above. The Proposer must include one additional unbound copy of the proposal with the confidential material totally blacked out or removed from the text so that one copy is available as public material. In accordance with Public Records Act, this information may, upon request, be released to the public.

The City assumes no responsibility for disclosure or use of unmarked data for any purpose. In the event properly marked data are requested, the Proposer will be advised of the request and may expeditiously submit to the CITY a detailed statement indicating the reasons it has for believing that the information is exempt from disclosure under federal, state, and local law. This statement will be used by the City in making its determination as to whether or not disclosure is proper under federal, State, and local law. The City will exercise care in applying this confidentiality standard but will not be held liable for any damage or injury that may result from any disclosure that may occur. The Proposer agrees to assume and pay for all costs incurred by the City, including attorneys' fees awarded by the court, if the Proposer requests the City to resist disclosure of material provided to the City by the Proposer.

#### **12. Public Records**

All proposals submitted in response to the RFP shall become a matter of public record and the property of the City.

#### **13. Insurance Requirements**

The Proposer will be required to maintain insurance in effect during the term of the contract as set forth in Appendix 7 of this RFP.

#### **14. Rights Reserved by the City**

The City reserves the right, at its discretion, to pursue any or all of the following actions in regard to this RFP:

- Award multiple contracts based upon the evaluation criteria contained in this RFP;
- Request additional information and/or clarification from the Proposers;
- Reject any or all proposals, permit the timely correction of errors, or waive minor deviations;
- Withdraw this RFP or extend the time for submittal;
- Shortlist any or all proposals and schedule presentations by the Proposers;
- Take whatever other action it deems in its interest.
- Restrict the review or distribution of all proposals until a contract is awarded.
- Substitute sub-consultants as deemed necessary.
- Terminate the contract upon a 30-day notice.

The City may consider proposals that contain provisions which deviate slightly from the requirements in this RFP, if the deviation(s) are not considered material. However, if the originator of such a proposal is awarded the contract, the Proposer will be expected to perform in full compliance with the objectives described herein. This RFP does not obligate the City to accept any proposal, negotiate with any Proposer, nor award a contract in response to this RFP.

#### **15. Protest Procedure**

Any interested party who has an objection to this RFP or to the awarding of a contract to any Proposer by the City, pursuant to competitive proposal procedures, shall submit that protest, in writing, to the Director of Planning, City of Los Angeles, Department of City Planning, prior to contract award by the City of Los Angeles. The protest shall clearly state the grounds of protest and the relief sought.

Any interested party who submits, or who plans to submit a proposal, may file a protest based on the content of the RFP within ten (10) calendar days after the request for proposal is first advertised. Protesters shall have an opportunity to appear and be heard before the Los Angeles Department of City Planning prior to the evaluation in the case of protests based on the content of the request for proposals.

A protest based on the content of the RFP may be renewed by re-filing the protest with Los Angeles Department of City Planning within three (3) calendar days after the staff recommendation for award has been made available to the public. The staff recommendation is considered to be public when the item is calendared on the agenda of the Planning and Land Use Committee of the City Council, City of Los Angeles.

#### **16. Preparation of Proposal**

Each proposal will be bound, not stapled, with pages numbered sequentially and be prepared simply and economically avoiding the use of elaborate promotional materials beyond those sufficient to provide a complete, accurate and reliable presentation. Submittal of non-relevant or promotional material will result in a lower score for the evaluation of the Project.

#### **17. Single Proposal Response**

If only one proposal is received in response to this RFP, and it is found by Los Angeles Department of City Planning to be acceptable, a detailed price/cost proposal may be requested of the single Proposer. A price or cost analysis, or both, possibly including an audit, may be performed by or for Los Angeles Department of City Planning of the detailed price/cost proposal in order to determine if the price is fair and reasonable. The Proposer agrees to such analysis by submitting a proposal in response to this RFP. A price analysis is an evaluation of a proposed price that does not involve an in-depth evaluation of all the separate cost elements and the profit factors that comprise a Proposer's price proposal. It should be recognized that a price analysis through comparison to other similar services must be based on an established or competitive price of the elements used in the comparison. The comparison must be made to a similar service. Where a difference exists, a detailed analysis must be made of this difference and costs attached thereto. Where it is impossible to obtain a valid price analysis, it may be necessary to conduct a cost analysis of the proposed price. A cost analysis is a more detailed evaluation of the cost elements in the Proposer's Offer to perform. It is conducted to form an opinion as to the degree to which the proposed costs represent what the Proposer's performance should cost. A cost analysis is generally conducted to determine whether the Proposer is applying sound management in proposing the application of resources to the contracted effort and whether costs are allowable, allocable and reasonable. Any such analysis and the results therefrom shall not obligate Los Angeles Department of City Planning to accept such a single proposal; and Los Angeles Department of City Planning may reject such proposal at its sole discretion.

### **D. CITY OF LOS ANGELES REQUIREMENTS**

#### **1. Standard Provisions for City Personal Services Contract**

The Contractor shall abide by and obey all applicable Federal, State, and City laws, including, but not limited to, the Nondiscrimination and affirmative action provisions of the laws of the United States of America, the State of California, and the City. The selected Proposer shall stipulate that in any action related to the awarded contract, venue shall be in the County of Los Angeles, State of California. All service contracts with the City of Los Angeles, including the contract for this project shall include and are required to comply with all the Standard Provisions for City Personal Services Contract (Rev. 03/09). (Appendix I)

**2. Insurance and Indemnification**

The Contractor must provide evidence of coverage with minimum limits, submitted and approved prior to occupancy/start of operations. All insurance certificates must be submitted **ONLINE** using the self-service site at <http://Track4la.lacity.org>. (Appendix II)

**3. Nondiscrimination, Equal Employment Practices, Affirmative Action Program (Non-Construction)**

Proposers are advised that any contract awarded pursuant to this procurement process shall be subject to the applicable provisions of Los Angeles Administrative Code Section 10.8.2., Non-discrimination Clause.

Non-construction services to or for the City for which the consideration is \$1,000 or more shall comply with the provisions of Los Angeles Administrative Code Sections 10.8.3., Equal Employment Practices Provisions. Proposers shall complete and upload **ONLINE**, the Non-Discrimination/Equal Employment Practices Certification (two (2) pages) available on the City of Los Angeles' Business Assistance Virtual Network (BAVN) residing at [www.labavn.org](http://www.labavn.org) at the time it registers on BAVN but no later than the time when an individual Proposal is submitted. However, Proposers with Certification previously uploaded to BAVN and verified by the Office of Contract Compliance (OCC) do not need to re-submit.

Non-construction services to or for the City for which the consideration is \$100,000 or more shall comply with the provisions of Los Angeles Administrative Code Sections 10.8.4, Affirmative Action Program Provisions. Proposers shall complete and upload, the City of Los Angeles Affirmative Action Plan (four (4) pages) available on the City of Los Angeles' Business Assistance Virtual Network (BAVN) residing at [www.labavn.org](http://www.labavn.org) at the time it registers on BAVN, but no later than the time when an individual Proposal is submitted. Proposers opting to submit their own Affirmative Action Plan may do so by uploading their Affirmative Action Plan onto the City's BAVN. Proposers with current OCC approval for their Affirmative Action Plan do not need to re-submit unless the approval is 30 days or less from expiration.

Furthermore, subject subcontractors shall be required to submit the Non-Discrimination/Equal Employment Practices Certification and Affirmative Action Plan to the successful Proposal prior to commencing work on the contract. The subcontractors' Non-Discrimination/Equal Employment Practices Certification(s) and Affirmative Action Plan(s) shall be retained by the successful Proposer and shall be made available to the Office of Contract Compliance upon request.

Both the Non-Discrimination/Equal Employment Practices Certification and the City of Los Angeles Affirmative Action Plan Affidavit shall be effective for a period of twelve (12) months from the date it is first uploaded onto the City's BAVN.

Proposers seeking additional information regarding the requirements of the City's Non-Discrimination Clause, Equal Employment Practices and Affirmative Action Program may visit the Bureau of Contract Administration's web site at <http://bca.lacity.org>. (Appendix III)

**4. Business Inclusion Outreach Program (BIP) and MBE/WBE/OBE Outreach**

All Proposers shall submit proof of BIP outreach, documentation of registration and account activation in the Los Angeles Business Assistance Virtual Network (LABAVN) (Website: [www.labavn.org](http://www.labavn.org)) and perform outreach **ONLINE** 15 days prior to RFP due date, per Appendix IV: if applicable, identify the organization's certification in any of the following categories: Minority Business Enterprise (MBE), Women Business Enterprise (WBE), Other Business Enterprise (OBE), Small Business Enterprise (SBE), Emerging Business Enterprise (EBE) and Disabled Veteran Business Enterprise (DVBE); and perform OUTREACH for sub-contracting opportunities and comply with the City's Business Inclusion Outreach Program. (Appendix IV)

**OUTREACH MUST BE COMPLETED 15 DAYS PRIOR TO RFP DEADLINE.**

**5. Living Wage Ordinance and Service Contract Worker Retention Ordinance**

Unless approved for an exemption, contractors under contracts primarily for the furnishing of services to or for the City and that involve an expenditure in excess of \$25,000 and a contract term of at least three (3) months, lessees and licensees of City property, and certain recipients of City financial assistance, shall comply with the provisions of Los Angeles Administrative Code Sections 10.37 et seq., Living Wage Ordinance (LWO) and 10.36 et seq., Service Contractor Worker Retention Ordinance (SCWRO). Proposers shall refer to Appendix V, "Living Wage Ordinance and Service Contractor Worker Retention Ordinance" for further information regarding the requirements of the Ordinance.

Proposers who believe that they meet the qualifications for one of the exemptions described in the LWO List of Statutory Exemptions shall apply for exemption from the Ordinance by submitting with their proposal the Bidder/Contractor Application for Non-Coverage or Exemption (Form OCC/LW-10), or the Non-Profit/One-Person Contractor Certification of Exemption (OCC/LW-13). The List of Statutory Exemptions, the Application and the Certification are included in Appendix V.

**6. Notice to Employees Working on City Contracts RE: Living Wage Ordinance and Prohibition Against Retaliation (Appendix VI)**

**7. Equal Benefits Ordinance**

Proposers are advised that any contract awarded pursuant to this procurement process shall be subject to the applicable provisions of Los Angeles Administrative Code Section 10.8.2.1, Equal Benefits Ordinance (EBO).

All Proposers shall complete and upload **ONLINE**, the Equal Benefits Ordinance Affidavit, (two (2) pages) available on the City of Los Angeles' Business Assistance Virtual Network (BAVN) residing at [www.labavn.org](http://www.labavn.org) prior to award of a City contract, the value of which exceeds \$5,000. The Equal Benefits Ordinance Affidavit shall be effective for a period of twelve months from the date it is first uploaded onto the City's BAVN. Proposers do not need to submit supporting documentation with their proposals. However, the City may request supporting documentation to verify that the benefits are provided equally as specified on the Equal Benefits Ordinance Affidavit.

Proposers seeking additional information regarding the requirements of the Equal Benefits Ordinance may visit the Bureau of Contract Administration's web site at <http://bca.lacity.org>. (Appendix VII)

**8. Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion Lower Tier Covered Transactions**

Proposers are required to sign the Certificate Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion Lower Tier Covered Transactions. (Appendix VIII)

**9. Certification Regarding Lobbying**

Proposers are required to sign the Certification Regarding Lobbying Form. (Appendix IX)

**10. Americans with Disabilities Act**

The City of Los Angeles requires that all Contractors and Sub-Contractors be in compliance with the American with Disabilities Act 42 U.S.C. 12101 et seq., and its implementing regulations. The Proposer will provide reasonable accommodations to allow qualified individuals with disabilities to have access to and to participate in its programs, services and activities in accordance with the provisions of the Disabilities Act. The Proposer will not discriminate against persons with disabilities nor against persons due to their relationship to or association with a person with a disability. Any subcontractor entered into by the Proposer, relating to this contract, to the extent allowed hereunder, shall be subject to the provisions of this paragraph. Proposers shall complete and submit the attached Certification of Compliance Form. (Appendix X)

**11. Child Support Assignment Orders**

Section 10.10 of the Los Angeles Administrative Code, Child Support Assignment Orders Ordinance, requires that all Contractors and Sub-Contractors performing work for the City comply with all reporting requirements and wage and earning assignments relative to legally mandated child support. (Appendix XI)

**12. City Resident Workforce Form**

The City requires information on the number of contractor's employees residing in the City. (Appendix XII)

**13. Statement of Independency**

This statement certifies that consultants work for the City as independent contractors, setting their own hours, etc., and are not employed by the City. (Appendix XIII)

**14. Affidavit of Non-Collusion**

Proposers shall complete and submit the attached Affidavit of Non-Collusion forms. (Appendix XIV)

**15. Slavery Disclosure Ordinance**

Unless otherwise exempt, in accordance with the provisions of the Slavery Disclosure Ordinance, any contract awarded pursuant to this RFP will be subject to the Slavery Disclosure Ordinance, Section 10.41 of the Los Angeles Administrative Code.

All Proposers shall complete and upload **ONLINE**, the Slavery Disclosure Ordinance Affidavit (one (1) page) available on the City of Los Angeles's Business Assistance Virtual Network (BAVN) residing at [www.labvn.org](http://www.labvn.org) prior to award of a City contract.

Proposers seeking additional information regarding the requirements of the Slavery Disclosure Ordinance may visit the Bureau of Contract Administration's web site at [www.bca.lacity.org](http://www.bca.lacity.org). (Appendix XV)

**16. First Source Hiring Ordinance**

Unless approved for an exemption, contractors under contracts primarily for the furnishing of services to or for the City, the value of which is excess of \$25,000 and a contract term of at least three (3) months, and certain recipients of City Loans or Grants, shall comply with the provisions of Los Angeles Administrative Code Sections 10.44 et seq., First Source Hiring Ordinance (FSHO). Proposers shall refer to Appendix XVI, "First Source Hiring Ordinance" for further information regarding the requirements of the Ordinance.

The anticipated Job Opportunities Form (FSHO-1) and Subcontractor Information Form (FSHO-2) contained in the Appendix shall only be required of the Proposer that is selected for award of contract.

**17. Municipal Lobbying Ordinance**

All proposers must submit a completed Bidder Certification CEC Form 50 regarding the City's Municipal Lobbying Ordinance to the awarding authority at the same time the response is submitted. Proposals submitted without a completed CEC Form 50 shall be deemed non-responsive. (Appendix XVII)

**18. Municipal Campaign Finance Ordinance**

All proposers must submit a CEC Form 55 regarding the City's Municipal Campaign Finance Ordinance to the awarding authority at the same time the response is

submitted. Proposals submitted without a completed CEC Form 55 shall be deemed non-responsive. (Appendix XVIII)

**19. Contractor Responsibility Ordinance and Questionnaire/Pledge of Compliance**

The City requires that the Proposer is subject to the provisions of the Contractor Responsibility Ordinance, Section 10.40 et seq. of Article 14, Chapter 1 of Division 10 of the Los Angeles Administrative Code. By executing a contract with the City, the Contractor pledges to comply with all applicable federal, state, and local laws in performance of the contract. This Ordinance requires that all proposers complete and submit, with their response, the attached Form and/or Questionnaire. Failure to return the completed questionnaire may result in the proposer being deemed non-responsive. (Appendix XIX-XX)

**20. Contractor/Bidder History Form**

Proposers shall complete and submit the attached Contractor/Bidder History Form. (Appendix XXI)

**21. City of Los Angeles Business Tax Registration Certificate**

All contractors are required to submit one copy of their City of Los Angeles Business License, Tax Registration Certificate or Vendor Registration Number. To obtain a Business Tax Registration Certificate (BTRC) call (213) 473-5901 and pay the respective business taxes. The address is as follows: City of Los Angeles, City Hall, Room 101, Office of Finance, Tax and Permit Division, 200 North Spring Street, Los Angeles, CA 90012. For more details, visit <http://finance.lacity.org>.

**22. Proof of IRS Number (W-9)**

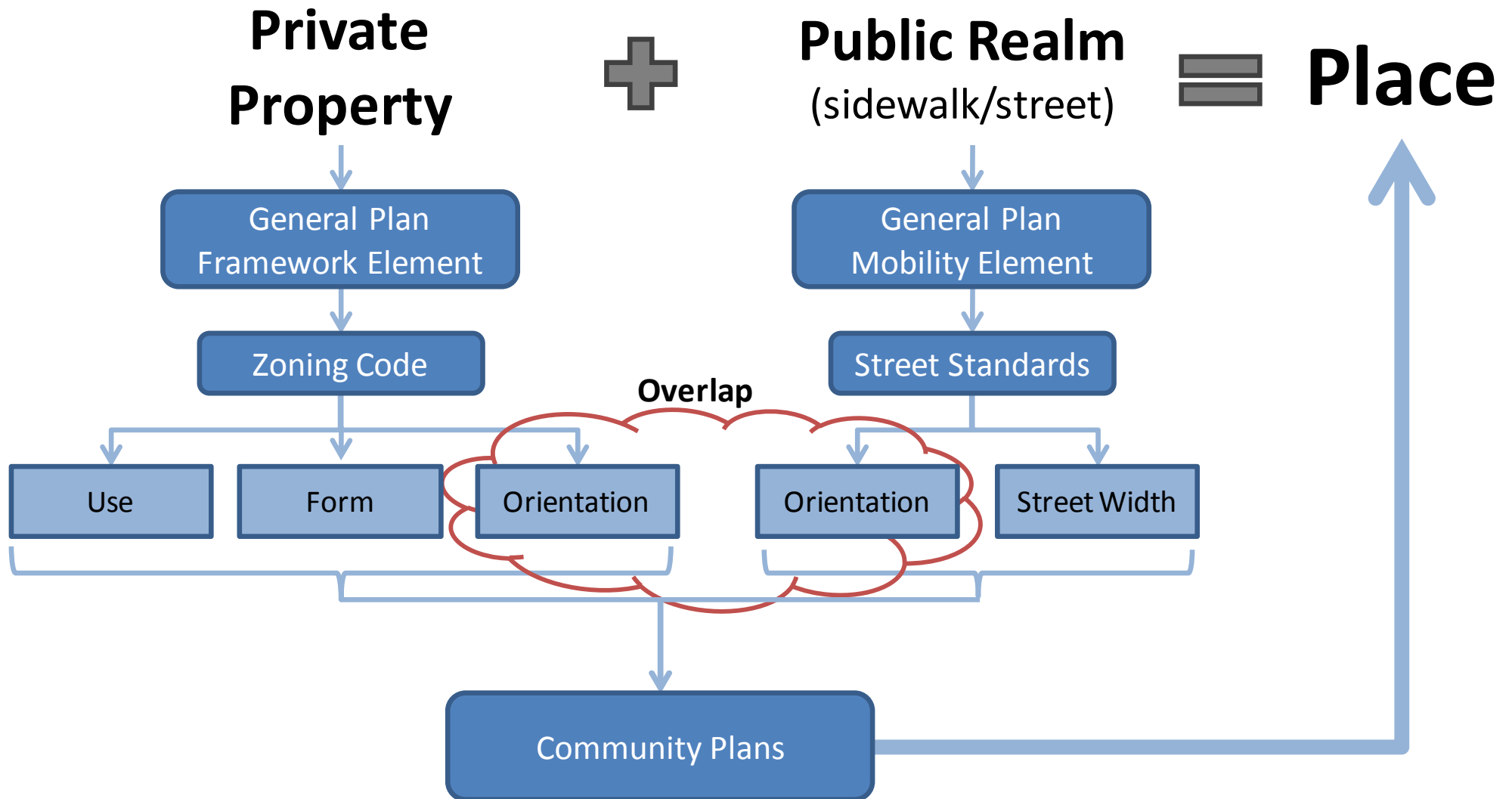
All contractors are required to complete and submit proof of IRS Number (W-9) Form.

**23. Contractor Evaluation Ordinance - Personal Services Contracts**

At the end of this contract, the City will conduct an evaluation of the Contractor's performance. The City may also conduct evaluations of the Contractor's performance during the term of the contract. As required by Section 10.39.2 of the Los Angeles Administrative Code, evaluations will be based on a number of criteria, including the quality of the work product or service performed, the timeliness of performance, the Contractor's compliance with budget requirements, and the expertise of personnel that the Contractor assigns to the contract. The Contractor will be provided with a copy of the final City evaluation and allowed 14 calendar days to respond. The City will use the final City evaluation, and any response from the Contractor, to evaluate proposals and to conduct reference checks when awarding other personal services contracts.

**End of Section III**

Attachment I – Future of Place-Making in Los Angeles



## Attachment II – General Plan Framework: Executive Summary

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*Approved by City Planning Commission July 27, 1995*

*Originally adopted by City Council on December 11, 1996; Readopted on August 8, 2001*

### INTRODUCTION

The General Plan Framework Element is a strategy for long-term growth which sets a citywide context to guide the update of the community plan and citywide elements. The Element responds to State and Federal mandates to plan for the future. In planning for the future, the City of Los Angeles is using population forecasts provided by the Southern California Association of Governments (SCAG). The Framework Element does not mandate or encourage growth. Because population forecasts are estimates about the future and not an exact science, it is possible that population growth as estimated may not occur: it may be less or it may be more. The City could be at the beginning of a long decline in population or at the beginning of a sharp increase.

The Element is based on the population forecasts provided by SCAG. Should the City continue to grow, the Element provides a means for accommodating new population and employment in a manner which enhances rather than degrades the environment. The City does not have the option of stopping growth and sending it elsewhere. It must prepare for it, should growth occur. In preparing the General Plan Framework Element, the City has answered the question "What would the City do if it had to accommodate this many more people?" In answer to that question there are two possibilities: 1) prepare a Plan to accommodate density equally among all City neighborhoods, or 2) prepare a plan to preserve the single-family neighborhoods and focus density -- should it occur -- in limited areas linked to infrastructure.

A plan to spread growth among all neighborhoods negatively affects all single-family neighborhoods equally, and continues strip commercial development patterns without respect to available infrastructure and transportation facilities. A plan to focus growth preserves single-family and low density neighborhoods and affords a closer relationship with available infrastructure.

The Framework Element refines adopted City policy and is intended to update Concept Los Angeles. The central theme of Concept Los Angeles was to preserve single-family neighborhoods by focusing any growth away from them and into centers. While planning for the future is demanding and challenging for the City, it is clear that given the choices about how best to respond to the mandates to plan for growth, the Framework Element is clearly the better alternative.

### GENERAL PLAN FRAMEWORK ELEMENT AND ITS RELATIONSHIP TO THE CITY OF LOS ANGELES GENERAL PLAN

The Framework Element supersedes Concept Los Angeles and the Plan citywide elements of the

City of Los Angeles General Plan, and sets forth a citywide comprehensive long-range growth strategy. It defines citywide policies that will be implemented through subsequent amendments of the City's community plans, zoning ordinances, and other pertinent programs. In many respects, the Framework Element is an evolution of the Centers Concept, adopted in 1974, that provides fundamental guidance regarding the City's future. The City of Los Angeles is a city of cultural and natural diversity: its communities reflect a variety of people, while its environment reflects a variety of natural features ranging from mountains and hills to rivers, wetlands and coastal areas. This Element contains policies that are intended to maintain this diversity.

While the Framework Element incorporates a diagram that depicts the generalized distribution of centers, districts, and mixed-use boulevards throughout the City, it does not convey or affect entitlements for any property. Specific land use designations are determined by the community plans. The Framework Element provides guidelines for future updates of the City's community plans. It does not supersede the more detailed community and specific plans.

### State Requirements

California State law (Government Code Section 65300) requires that each city prepare and adopt a comprehensive, long-term general plan for its future development. This Element must contain seven elements, including land use, circulation, housing, conservation, open space, noise and safety. In addition to these, State law permits cities to include optional elements in their general plans, thereby providing local governments with the flexibility to address the specific needs and unique character of their jurisdictions.

In fulfillment of the State's requirements, the City's general plan contains citywide elements for all topics except Land Use for which community plans establish policy and standards for each of the 35 geographic areas. As optional elements, the City has adopted Air Quality and Service Systems Elements.

California State law requires that the day-to-day decisions of a city follow logically from and be consistent with the general plan. More specifically, Government Code Sections 65860, 66473.5 and 656474 require that zoning ordinances and subdivision and parcel map approvals be consistent with the general plan.

### Scope of the General Plan Framework Element

The General Plan Framework Element defines citywide policies that influence most of the City's General Plan Elements. It includes policies for:

- |                                       |                                       |
|---------------------------------------|---------------------------------------|
| 1. Land Use                           | 5. Economic Development               |
| 2. Housing                            | 6. Transportation                     |
| 3. Urban Form and Neighborhood Design | 7. Infrastructure and Public Services |
| 4. Open Space and Conservation        |                                       |

## **PREPARATION OF THE GENERAL PLAN FRAMEWORK ELEMENT**

Over a period of several years, the Departments of City Planning and Transportation, in collaboration with a team of professional consultants, outside organizations, and residents from all parts of the City, developed the Proposed Framework Element. The primary means was approximately 60 community and neighborhood workshops, at which more than 3,000 residents and business persons participated.

## **IMPLEMENTATION OF THE GENERAL PLAN FRAMEWORK ELEMENT**

Implementation of the General Plan Framework Element will be achieved through plans, ordinances, standards and guidelines, studies, capital improvements, economic development procedures, administrative procedures, and coordination with other governmental agencies, coordination and joint partnerships with private landowners and developers, and development review procedures. Many of the Element's policies will be implemented by the revision of the community plans and the Municipal Code, which is the basic mechanism through which the City regulates the use and development of land. The full-text Element specifies the implementation programs associated with each Framework Element policy.

## **OVERVIEW OF THE GENERAL PLAN FRAMEWORK ELEMENT**

The following sections present an overview of the principal Framework Element policies. Some policies have been paraphrased for the purposes of brevity. Refer to the full-text chapters for the complete text.

### **Basis for Planning: Growth and Capacity**

The General Plan Framework Element is based on a planning horizon for population and employment growth: that the City's population could increase by approximately 820,000 residents and employment by approximately 390,000 jobs. The City is not promoting this population growth. Rather, pursuant to conformity requirements, it has developed this Element to establish policies to best accommodate this growth when and if it should occur. The population estimate is the growth forecast for 2010 for the City of Los Angeles provided by the Southern California Association of Governments (SCAG) (June, 1993). The employment increase goal doubles the SCAG 2010 forecast to maintain the City's 1990 jobs-housing ratio. While the SCAG employment forecast represents the prevailing trend in economic activity, the higher number is considered essential if the City is to have sufficient job opportunities for its residents and to maintain and improve the level of services for the City's future. Without changes in the current State taxation and revenue distribution laws, lesser employment growth would significantly and adversely impact the City's fiscal stability and the quality of City services.

The population and employment estimates represent a "step" in the City's future that can rationally be used for the planning and funding of supporting transportation, utility infrastructure, and services. Though the Framework Element's Land Use Diagram could

accommodate higher levels of growth, these would not be achieved in the foreseeable future as determined by the Framework Element's economic analyses.

At the same time, the population and employment estimates do not represent maximum or minimum levels of growth to be permitted. A system for the annual monitoring of growth, infrastructure, and services, used as the basis to guide future capital investments and development decisions, will also be used as a mechanism to gauge the appropriateness of the estimates and provide for their modification over time.

The City is not promoting this population growth. Rather, pursuant to conformity requirements, it has developed this Element to establish policies to best accommodate this growth when and if it should occur.

### Principal Framework Element Policies

#### *Land Use*

The primary objectives of the policies in the Framework Element's Land Use chapter are to support the viability of the City's residential neighborhoods and commercial districts, and, when growth occurs, to encourage sustainable growth in a number of higher-intensity commercial and mixed-use districts, centers and boulevards and industrial districts particularly in proximity to transportation corridors and transit stations.

The Framework Element establishes new land use categories whose specific locations are determined through the community plans. In general, these categories continue the residential and industrial designations that have been used in the past. New categories are recommended for selected areas of the City that, in general, have been previously designated for commercial uses. These include:

- **Neighborhood District**

These are pedestrian-oriented retail focal points for surrounding residential neighborhoods (15,000 to 20,000 persons) containing a diversity of local-serving uses. Generally, these districts are at a floor area ratio of 1.5:1 or less and are characterized by buildings of one- and two-stories in height, both to be determined by the community plans.

- **Community Centers**

Generally, these are the "downtowns" that serve Los Angeles' communities (25,000 to 100,000 persons). They contain a diversity of uses such as small retail and offices, entertainment, public facilities, and neighborhood oriented uses. In many areas, an emphasis is placed on the development of projects that integrate housing with the commercial uses. The Centers may contain one or more transportation hubs. Generally, Community Centers range from floor area ratios of 1.5:1 to 3.0:1. Heights are generally characterized by two- to six-story buildings, depending on the scale of the area. Floor

area ratio and any specific height restrictions would be determined in the community plan.

- **Regional Centers**

These serve as the focal points of regional commerce, identity, and activity for a population of 250,000 to 500,000 persons. Generally, they include corporate professional offices, concentrations of entertainment and cultural facilities, and mixed-use developments. Some contain region-serving retail facilities. Typically, Regional Centers are higher-density places whose physical form is substantially differentiated from the lower-density neighborhoods of the City. Regional Centers will fall within the range of floor area ratios from 1.5:1 to 6.0:1. This category is generally characterized by six- to twenty-story buildings or higher. Floor area ratios and any specific height restrictions would be determined by the community plan.

- **Downtown Center**

Downtown Los Angeles is the principal government and business center of the region, with a worldwide market. It is the highest-density center of the City and hub of regional transportation.

- **Mixed-Use Boulevards**

Boulevards connect the City's Neighborhood Districts, Community and Regional Centers, and Downtown. Mixed-use is encouraged along some of these boulevards, with the exact boundaries identified in the community plan. Generally, different types of Mixed-Use Boulevards will fall within a range of floor area ratios from 1.5:1 up to 4:1 and will be characterized by one- to two-story commercial structures up to three- to six-story mixed-use buildings between centers. Mixed-Use boulevards are served by a variety of transportation facilities.

Mixed-use can take three forms: housing above commercial, housing side-by-side with commercial, and/or alternating blocks of housing and commercial. Flexibility affords community choice in determining appropriate mixed-use to be identified in the community plan.

- **Industrial Districts**

Lands designated for industrial use by the community plans continue to be designated for these purposes to support economic development and jobs generation. Some limited flexibility is allowed to promote recycling when appropriate.

## *Housing*

The Framework Element elaborates on the City's adopted Housing Element to ensure the provision of housing for the City's existing and future residents. Among the key policies are the following:

- Provide sufficient lands for the development of an adequate supply of housing units. The Framework Element proposes the expansion of the City's capacity for housing units by the provision of bonus densities for the integration of housing with commercial uses in districts, centers, and boulevards.
- Provide incentives for:
  - The scattering of affordable units throughout the City.
  - Development of family-size units in multi-family developments.
  - Expedited permit processing for affordable units.
  - Establish development standards for new multi-family residential projects to provide for liveable communities.
- Revise, as necessary, community plans to facilitate the conservation of the scale and character of existing stable residential neighborhoods.
- Plan for appropriate increases in housing production in appropriate areas as determined through the community plans and implementing actions in conformance with the California Environmental Quality Act (CEQA).

#### *Urban Form and Neighborhood Design*

The Urban Form and Neighborhood Design Chapter defines "urban form" as (a) the "general pattern of building height and development intensity" and (b) the "structural elements" that define the City physically, such as natural features, transportation corridors (including the planned fixed rail transit system), open space, public facilities, as well as activity centers and focal elements. The chapter describes options to improve community and neighborhood liveability.

- Establish local development standards through community plan amendments.
- Visually differentiate the districts, centers, and boulevards that comprise Los Angeles.
  - Neighborhood Districts: low-rise and pedestrian-oriented.
  - Community Centers: mid-rise; largely pedestrian-oriented.
  - Regional Centers: high-rise; some containing clusters of buildings on sidewalks and pedestrian areas and others with freestanding buildings.
  - Mixed-Use Boulevards: comparable to the Neighborhood Districts and Community Centers.
- Define streets according to their function and user character, including "pedestrian priority segments," "transit priority segments," and "vehicle priority segments."

- Formulate development standards and guidelines that raise the quality of development citywide to enhance rather than adversely impact neighborhood character (e.g., multi-family residential).
- Provide for elements that enhance neighborhood character, including the use of street trees and "slowing" of residential streets.
- Establish standards to enhance pedestrian activity in areas to be designated by the community plans as pedestrian districts including the siting of buildings along sidewalks, design of the ground elevation of buildings to promote visual interest to the pedestrian, locating parking to the rear or other areas away from the primary pedestrian area, and inclusion of streetscape amenities.

### *Open Space and Conservation*

The Framework Element's open space and conservation objectives are oriented around the conservation of significant resources, provision of outdoor recreational opportunities, minimization of public risks from environmental hazards, and use of open space to enhance community and neighborhood character. Key policies include the following:

- Establish a linear open space and greenway system that connects the City's regional open spaces (mountains, coastline, and parks) and is linked to communities and neighborhoods. This may consist of improvements along the Los Angeles River, other drainages, transit corridors, and utility corridors, where appropriate. Bikeways, hiking trails, parks, and passive open space are among the improvements that may be considered.
- Consider open space as an integral ingredient of neighborhood character.
- Encourage sustainable urban forest management programs to conserve and manage open space and identify new opportunities for demand side management of the urban watershed.
- Consider appropriate methods to protect significant remaining major open spaces, including hillsides and undeveloped areas.
- Consider urban forms of open space, such as small parks, pedestrian districts, community plazas, and similar elements.
- Promote the joint use of open space with public facilities (schools, transit, and other).
- Open spaces that constitute a major risk to life and property should be preserved or regulated (e.g., steep terrain, landslide areas, and flood plains).

- Develop a sustainable systems approach to public infrastructure planning, construction, and management that identifies opportunities to reduce long-term cost to taxpayers of such activity.

### *Economic Development*

The Framework Element's economic development policies are designed to facilitate job growth by emphasizing that Los Angeles plays a proactive role in the retention and attraction of businesses in order to have a sufficient job base to maintain and enhance the quality of life. Key policies include the following:

- Reorganize local government to coordinate economic development and business support services functions.
- Establish a comprehensive program for business retention and attraction, including the marketing of the City to emerging industries.
- Develop an infrastructure investment strategy to support population and employment growth areas.
- Identify Federal and State mandates that may constrain business activity in Los Angeles, and address these through appropriate lobbying efforts.
- Provide sufficient land to support economic development activities.
- Concentrate commercial and office development in centers, corridors, and in proximity to transit stations.
- Retain current industrial land use classifications to provide adequate quantities of land for emerging industrial sectors, except where such lands are unsuitable for such purposes.
- Broaden the definition of industrial uses through the active investigation of their changing nature as effected by small company formation and the introduction of information age technology.
- Establish incentives for industrial development in areas adjacent to the Port of Los Angeles, the rail corridor bisecting the San Fernando Valley, and the South Central/Southeast industrial area.
- Facilitate the operations of the Port of Los Angeles and the Los Angeles International Airport as major drivers of the local and regional economy, supporting planned expansion and modernization.

- Retain the City's existing employment base through an outreach program to existing businesses and an ongoing assessment of their specific land use requirements.
- Improve the movement of goods and workers to industrial areas.
- Develop and maintain streamlined approval processes and reduce uncertainty for the developers and the community.
- Maintain development fee structures that do not unreasonably burden economic development activities.
- Promote the re-use and recycling of deteriorated commercial and industrial districts.
- Expand job training programs to adequately address the skill requirements of emerging industries.
- Support efforts to provide all residents with reasonable access to transit infrastructure, employment, and job training opportunities.
- Support efforts to develop industry and job markets in the area of resource conservation and demand side management.

### *Transportation*

The primary goals of the Transportation Chapter are to provide adequate accessibility to commerce, to work opportunities, and to essential services, and to maintain acceptable levels of mobility of all those who live, work, travel, or move goods in Los Angeles. Attainment of this goal necessitates a comprehensive program of physical infrastructure improvements, traffic systems management techniques, and behavioral changes that reduce vehicle trips. These are linked to an integrated hierarchy of movement modes that encompasses the pedestrian, bicycle, automobile, local shuttle, bus, and rail transit. Key policies include the following:

- Neighborhood Transportation
  - Expand neighborhood transportation services and programs to enhance neighborhood accessibility, including such systems as DASH, taxis, transit, paratransit, voucher programs, incentives for recreational trips, and "Smart Shuttles" and jitneys.
- Transportation Demand Management
  - Participate in regionwide Transportation Demand Management programs and Transportation Control Measures to help achieve regional trip reduction and/or vehicle occupancy rate increases.

- Promote the development of transportation facilities and services and educational programs that encourage transit ridership, increase vehicle occupancy, and pedestrian and bicycle access.
- Provide park-and-ride shuttle services to and special events.
- Encourage businesses to implement telecommuting programs, flexible work schedules, and teleconferencing programs.
- Transit
  - Support completion of the Los Angeles County Metropolitan Transportation Authority baseline rail transit system by 2010 and establish priority corridors to continue transit development beyond 2010.
  - Increase bus service along high-demand routes and corridors.
  - Initiate shuttle bus programs to serve transit stations.
  - Continue transit restructuring studies to reduce the cost and enhance the effectiveness of transit service.
- Transportation Systems Management and Parking
  - Establish priority corridors for Transportation System Management improvements, including Automated Traffic Surveillance and Control systems, Smart Corridors, and other strategies.
  - Establish a Plan for high-occupancy vehicles on City arterials.
  - Implement shared parking, peripheral parking, and parking-pricing strategies in high employment areas.
- Highway Infrastructure
  - Establish priority corridors for highway capital improvements, with an emphasis on severely congested corridors.
  - Continue completion of the City's Highways and Freeways Plan.
- Centers, Districts, and Mixed-Use Boulevards
  - Streamline traffic analysis and mitigation procedures and use flexible standards to facilitate development in the centers, mixed-use boulevards, and in proximity to transit stations.
  - Develop transit alignments and station locations that maximize transit service in centers and mixed-use boulevards.
  - Provide shuttles and other services that increase access to and within centers and mixed-use boulevards.

- Develop new and/or redefined parking policy procedures in centers and mixed-use boulevards, including the provision of shared parking facilities.
- Enhance pedestrian circulation and bicycle access to centers and mixed-use boulevards.
- Preservation of Neighborhoods
  - Protect residential neighborhoods from the intrusion of additional traffic generated by new regional or local development.
- Movement of Goods and Services
  - Support the development of the Alameda Corridor and other transportation projects that serve industrial and commercial uses.
  - Complete the LAX Master Plan and support the continued growth of the Port of Los Angeles.
  - Establish ground access plans that facilitate the future growth of Van Nuys Airport, Palmdale Regional Airport, and Ontario International Airport.
  - Continue to expand the role of Union Station as the major regional hub for Amtrak, Metrolink, Metrorail, and, in the future, high-speed rail service.
- Financing of Transportation Programs
  - Seek adequate funding for Transportation improvements and programs, including State and Federal and new sources (e.g., congestion pricing, user fees, assessment districts, private sector financing/ partnerships, bond measures, and other).
  - Encourage the participation of small business enterprises in implementing new transportation projects.
- Street Maintenance
  - Identify streets and sidewalks requiring remedial repair and implement improvements to prolong their useful life.

### *Infrastructure and Public Services*

The goals, objectives, and policies found within this chapter address the following systems and services:

- |                |              |                        |
|----------------|--------------|------------------------|
| 1. Wastewater  | 6. Fire      | 11. Telecommunications |
| 2. Stormwater  | 7. Libraries | 12. Street Lighting    |
| 3. Water       | 8. Parks     | 13. Urban Forest       |
| 4. Solid Waste | 9. Power     |                        |
| 5. Police      | 10. Schools  |                        |

For each of the public services and infrastructure systems, four basic policies are defined by the Framework Element:

- Monitor levels of demand and the abilities of the service/infrastructure system to support demands. Use these demands to forecast future needs and improvements.
- Maintain an adequate system/service to support the needs of population and employment. This encompasses the upgrade and replacement of existing facilities as they deteriorate as well as the expansion of facilities/services to accommodate growth.
- Implement techniques that reduce demands on utility infrastructure or services, where appropriate. Generally, these encompass a variety of conservation programs (e.g., reduced liquid and solid wastes and energy use, increased site permeability, watershed management, telecommunications, and others).
- Establish procedures for the maintenance or restoration of service after an emergency, including earthquakes.

Major changes have begun to occur in the field of information technology. While addressed in the Framework Element, it is important for the City to account for how these advances in communication technology will affect its planning efforts.

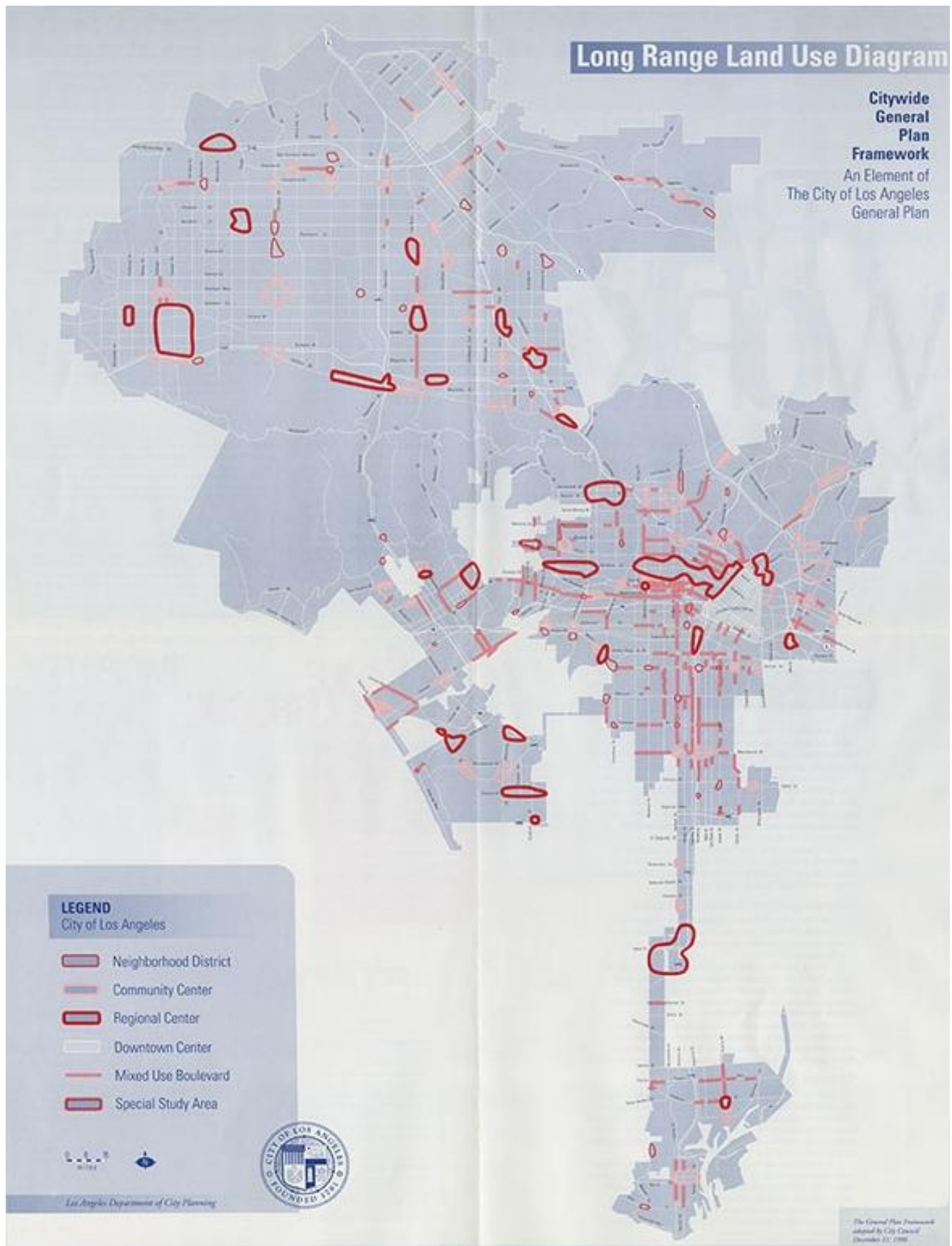
#### *Implementation Programs*

A diversity of programs are specified to implement the General Plan Framework Element's policies. Their timing is contingent on the availability of adequate funding. Key programs include the following:

- Establish a program to monitor growth and public service and infrastructure demands and capacities.
- Prepare and submit to the City Council an Annual Report on Growth and Infrastructure, based on information compiled by the monitoring program.
- Amend the community plans and the zoning ordinance (Municipal Code), guided by the Framework Element's policies and standards.
- Establish development standards to create a higher quality of development.
- Formulate Transportation Improvement and Mitigation Plans for community plan areas and geographic groupings of districts centers and mixed-use boulevards.
- Formulate master and financing plans for public services and infrastructure that are correlated with forecast population and employment growth.

- Maintain and implement Capital Improvement Programs that consider, as a priority, the improvements as an incentive for development in industrial and targeted growth areas.
- Establish and implement a comprehensive economic development strategy and a proactive business attraction and retention program.
- Coordinate actions to mitigate regional transportation and air quality impacts with adjacent cities and regional agencies (SCAG, SCAQMD, and other).
- Establish procedures for City agencies to coordinate the provision of services and infrastructure to support growth.
- Establish master plans for infrastructure and public services to upgrade existing deficiencies and meet the needs of future growth.
- Initiate procedures to streamline and provide certainty for the development review process, emphasizing the facilitation of projects that are consistent with the objectives and policies of the General Plan Framework Element, and the implementation of community plans and zoning regulations.

## Attachment III – General Plan Framework: Generalized Land Use Diagram



## **Attachment IV – Department Public Participation Policy**

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13

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### **Public Participation Policy**

This Technical Bulletin describes the Planning Department's new Public Participation Policy, which goes into effect immediately.

Late last year, the Planning Department released "Blueprint 2010-11", eight strategic changes that will enable the Department to "do more with less." The first strategic change described in that document is "increase community involvement". The new Public Participation Policy described in this Technical Bulletin is one of many steps the Planning Department will undertake in 2011 to increase community involvement in planning for the future of Los Angeles.

#### **Public Participation Policy**

The purpose of the Public Participation Policy described in this Technical Bulletin is to engage Certified Neighborhood Councils, community-based organizations, other affected stakeholders, and the general public in the development of citywide plans and policies. This Policy applies to City-initiated:

- Amendments to the Planning and Zoning Code;
- Community Plans, Specific Plans, Overlay Zones and Districts; and
- Citywide Guidelines.

This Policy supplements and does not supersede or replace the specific public hearing and notification requirements set forth in the Los Angeles Municipal Code.

#### Public Outreach

The Department will engage the public in the development of preliminary staff recommendation reports before they are presented to the City Planning Commission. Different points of view will be considered. The method of engagement will generally include public workshops, small group meetings, stakeholder meetings, and other appropriate public participation methods, including web-based methods. The public engagement process will enable staff to gain a better understanding of the issues, to weigh the policy options, and to hear and respond to the public's specific concerns and issues.

During this process, staff will present and discuss initial proposals, concepts and ideas, and solicit feedback before arriving at a preliminary recommendation. The level and type of public engagement used will be tailored to the complexity and significance of the issue, existing policy on the matter, the new policy options that should be examined, and the points of view that should be considered.

### Preliminary Staff Recommendation Report

Staff will release a preliminary staff recommendation report at least 60 days before the matter is calendared before the City Planning Commission. A hearing officer appointed by the Director of Planning will also conduct a public hearing on the preliminary staff recommendation report. During this 60-day review period, the public will have the opportunity to comment on the preliminary report.

### Final Staff Recommendation Report

At the end of the 60-day comment period, staff will review and consider all written and other public comments and the testimony received at the public hearing. Based on this review and consideration, staff may revise the preliminary staff recommendation report. The final staff recommendation report will be released to the public at least two weeks before the City Planning Commission hearing date.

### Distribution

To ensure widespread distribution of Planning Department preliminary and final staff recommendation reports, a copy of the staff report will be posted on the Department's website. In addition, a copy of the staff report will be electronically provided to all members of Certified Neighborhood Councils, as shown on the Department of Neighborhood Empowerment data base, as well as any interested party who requests one. A paper copy of the staff report will also be available for pick-up at a public office of the Department by any interested party, free of charge.

### Environmental Clearance

The environmental clearance will evaluate the specific recommendations contained in the preliminary staff recommendation report. The case file for the environmental clearance will also include a copy of the preliminary report.

### Questions

Questions about this Policy may be directed to the Department's Neighborhood Liaison, Claudia Rodriguez, at (213) 978-1283, or by emailing her at [Claudia.Rodriguez@lacity.org](mailto:Claudia.Rodriguez@lacity.org).

### **Conclusion**

The Public Participation Policy set forth in this Technical Bulletin will enable the Planning Department to engage the public in the development of staff recommendations before they are submitted to the City Planning Commission. Each community has its own unique voice and priorities and the Department must listen in order to plan for and protect the future of our neighborhoods. The new Public Participation Policy described in this Technical Bulletin will enable us to listen to these unique voices and consider these priorities.



# BLUEPRINT 2010-11

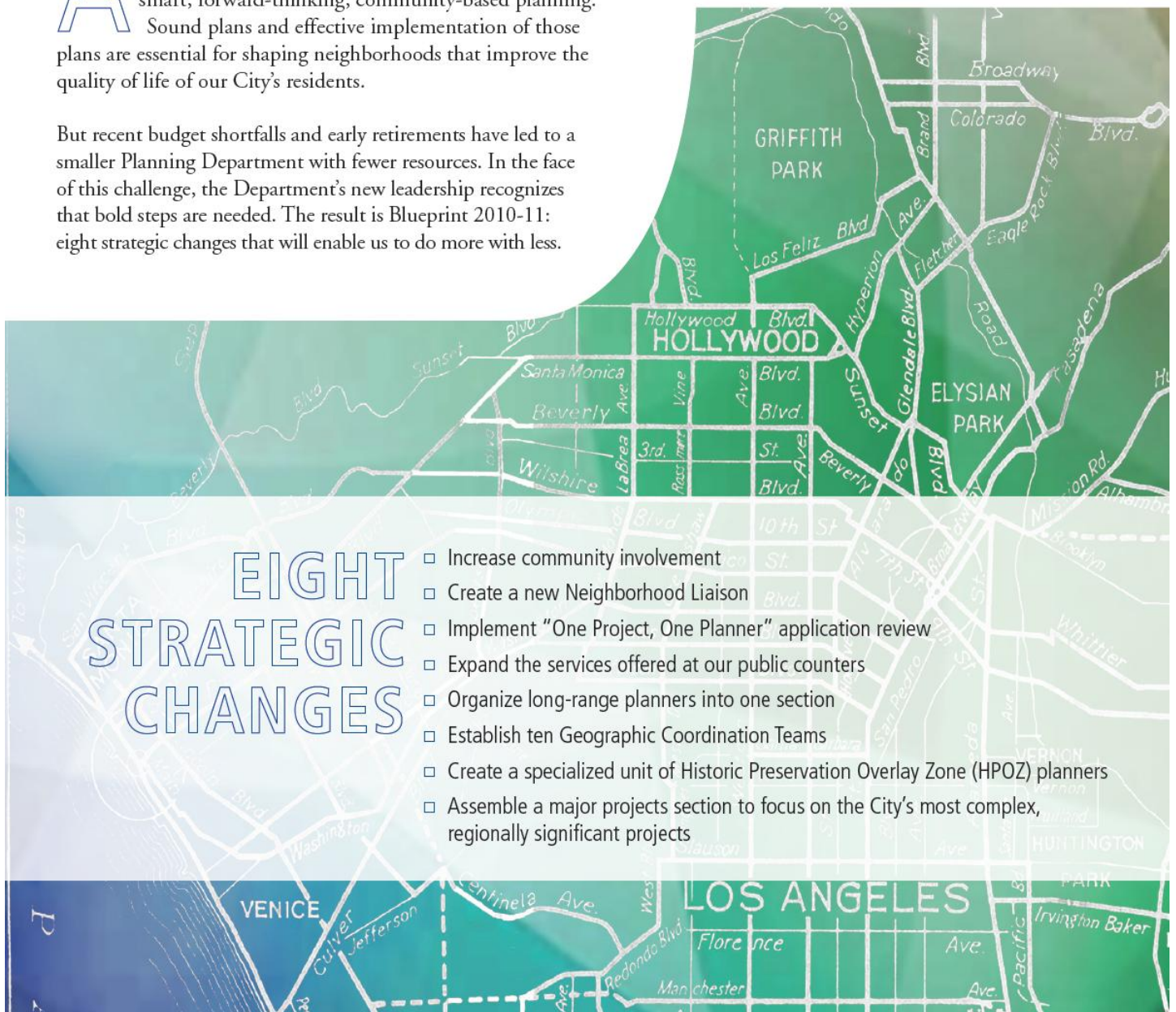
DOING MORE WITH LESS

As Los Angeles continues to grow, so does our need for smart, forward-thinking, community-based planning. Sound plans and effective implementation of those plans are essential for shaping neighborhoods that improve the quality of life of our City's residents.

But recent budget shortfalls and early retirements have led to a smaller Planning Department with fewer resources. In the face of this challenge, the Department's new leadership recognizes that bold steps are needed. The result is Blueprint 2010-11: eight strategic changes that will enable us to do more with less.

## EIGHT STRATEGIC CHANGES

- Increase community involvement
- Create a new Neighborhood Liaison
- Implement "One Project, One Planner" application review
- Expand the services offered at our public counters
- Organize long-range planners into one section
- Establish ten Geographic Coordination Teams
- Create a specialized unit of Historic Preservation Overlay Zone (HPOZ) planners
- Assemble a major projects section to focus on the City's most complex, regionally significant projects



## 1 COMMUNITY INVOLVEMENT

A key focus of the Planning Department is to engage the community in new ways. **We are committed to making it easier for the community to get involved. Each community has its own unique voice and priorities and we need to listen in order to plan for and protect the future of our neighborhoods.** Over the next year, the Department will create new programs that are targeted to improve the communications process between the City and area residents. Through an updated website, e-newsletters and increased outreach efforts we will create a more transparent and open dialogue to engage neighbors in Community Plans and project review.

## 2 NEIGHBORHOOD LIAISON

Understanding the City's various planning and permitting processes can be challenging for those who wish to be involved in the public review of a proposed project or planning policy. To further improve our service to the public, a new Neighborhood Liaison position will serve as an easily accessible point of contact for community and neighborhood groups who need specialized assistance with planning processes and pending plans and projects. Based within the Executive Office, the Neighborhood Liaison will troubleshoot particularly challenging planning issues and questions on behalf of the community.

## 3 "ONE PROJECT, ONE PLANNER"

Each project, whether it involves one or several different types of cases, (e.g. Zoning Administrator cases, Subdivision cases) will have a single Project Planner throughout its review and determination. This Project Planner will be able to field all planning-related questions about that particular project. Questions about the environmental review of a project can also be directed to the same point of contact, as Project Planners will also conduct or coordinate the environmental analysis for the projects they are reviewing. **This shift towards a "one project, one planner" approach will enable the Department to provide more accessible, consistent, and personalized service to the public.**

## 4 SERVICE TO THE PUBLIC

The process of applying for building permits and Planning Department review can be confusing for builders and property owners, who must often travel to numerous locations to obtain various types of permit review. An expanded Development Services Center will simplify this process by providing all pre-application and post-determination services at the Downtown and Valley Public Counters.

### Enhanced Project Review Process

| Pre-Application                                                                                                                                                                                                                                                                                                                                                                  | Application Review and Determination                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Post-Determination                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><u>DEVELOPMENT SERVICES CENTER</u></b> <ul style="list-style-type: none"><li>■ Provide consultation to City residents, community groups, business owners, developers and general public</li><li>■ Accept applications and fees for development review</li><li>■ Coordinate with the Department of Building and Safety regarding applications for land use approvals</li></ul> | <b><u>PROJECT PLANNER</u></b><br><i>Plan Implementation Division, Office of Zoning Administration, and Office of Historic Resources</i> <ul style="list-style-type: none"><li>■ Review case to make sure it's accurate and complete</li><li>■ Conduct environmental review to comply with the California Environmental Quality Act (CEQA)</li><li>■ Work with Environmental Analysis Section if project requires an Environmental Impact Report (EIR)</li><li>■ Attend hearing and present recommendations as needed</li><li>■ Write staff report/draft determination</li></ul> | <b><u>DEVELOPMENT SERVICES CENTER</u></b> <ul style="list-style-type: none"><li>■ Conduct detailed review of plans to ensure conditions of approval and environmental mitigations have been incorporated into project</li><li>■ Review planning clearance items for building permits</li></ul> <b><u>PROJECT PLANNER</u></b> <ul style="list-style-type: none"><li>■ Advise Development Services Center on complex condition clearances</li></ul> |

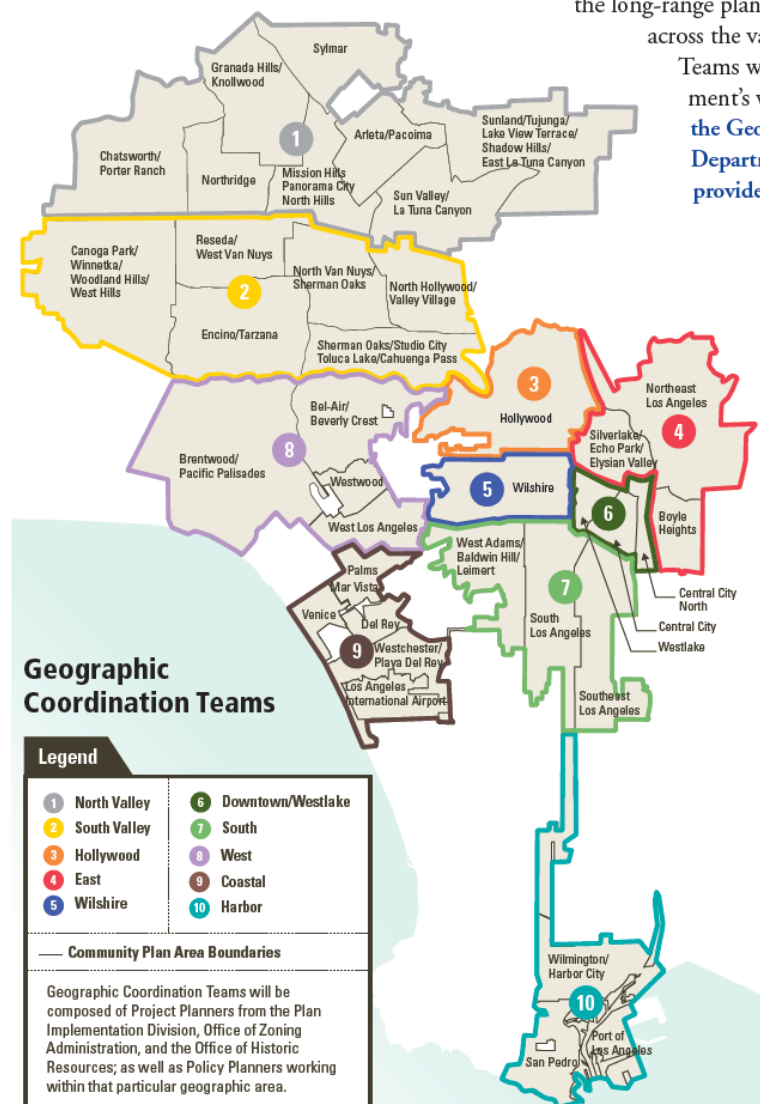
## 5 LONG-RANGE PLANNING

The work of long-range planning, such as new Community Plans and General Plan updates, will be handled by Policy Planners. These planners will be organized into one section within the Policy Planning and Historic Resources Division, where they will benefit from close coordination with colleagues working on similar or related plans. This centralized section will enable the Planning Department to more quickly complete the plans that our communities and neighborhoods so urgently need.

## 6 GEOGRAPHIC COORDINATION TEAMS

The Planning Department will establish ten Geographic Coordination Teams, composed of Project and Policy Planners whose work focuses on one of ten geographic areas. The goal is to ensure that we are looking at the big picture of how individual issues, projects and decisions affect the neighborhood as a whole. These teams will help ensure that planners stay up-to-date on neighborhood issues and maintain a local context for the projects they are reviewing and the long-range plans they are developing. By facilitating communication across the various functional sections of the Department, the

Teams will foster a greater level of consistency in the Department's work within each geographic area. **Most importantly, the Geographic Coordination Teams will better enable the Department to create plans and guide developments that provide tangible benefits to the City's diverse neighborhoods.**



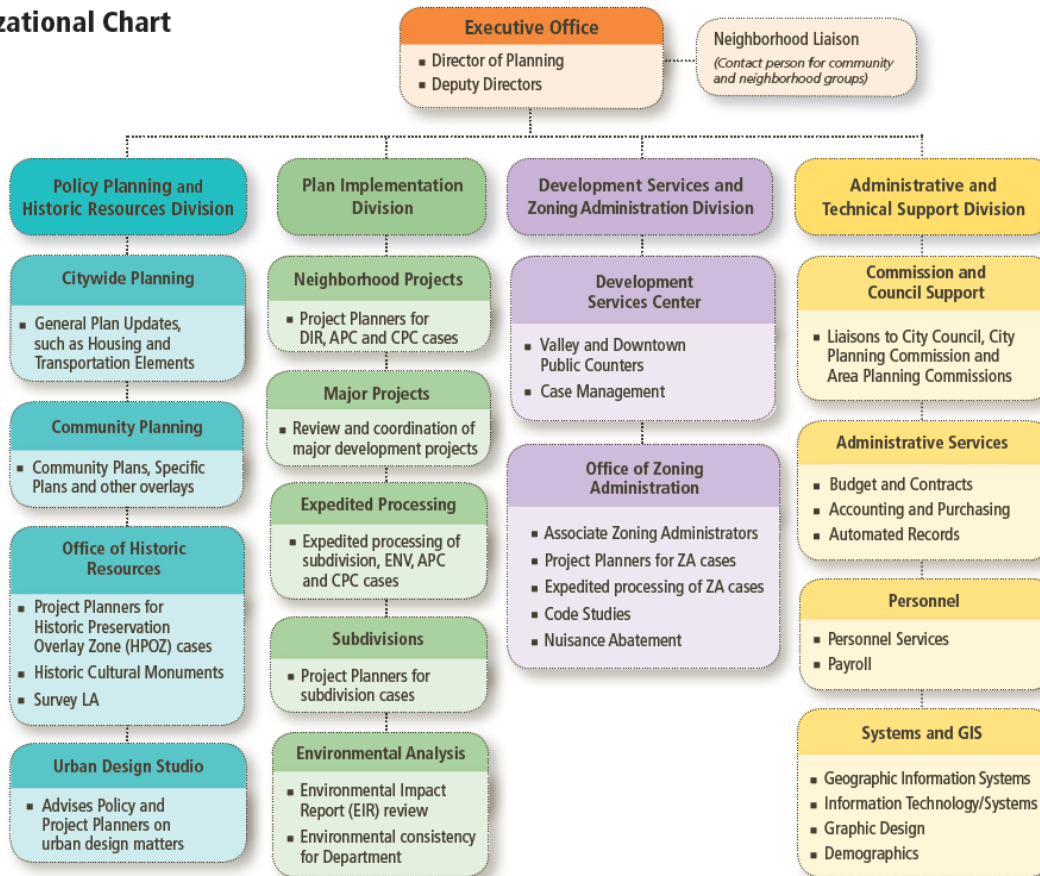
## 7 HISTORIC PRESERVATION

Traditionally, the staff who handle Historic Preservation Overlay Zone (HPOZ) cases have been dispersed throughout several units. Now, for the first time, HPOZ planners will work together within the Office of Historic Resources (OHR) to more closely benefit from the expertise that OHR has to offer. Centralized HPOZ review will more effectively facilitate the preservation of our City's historic neighborhoods.

## 8 MAJOR PROJECTS REVIEW

The City's most complex, regionally significant projects are currently managed by planners dispersed throughout the Planning Department. Under the new organizational structure, a consolidated major projects section will be established within the Plan Implementation Division. The new section will help us to focus our efforts to more effectively identify and mitigate the impacts of major projects in a way that preserves, protects, and improves neighborhood character and quality of life.

## Organizational Chart



Project and Policy Planners are members of Geographic Coordination Teams and are generally assigned work based on geography.

- Type of case (DIR, APC, etc.) indicates the case's decision-maker: DIR (Director of Planning); APC (Area Planning Commission); CPC (City Planning Commission); and ZA (Zoning Administrator).
- All CE (Categorical Exemption), ND (Negative Declaration), and MND (Mitigated Negative Declaration) environmental cases will be reviewed by the same Project Planner as that of the primary case.
- Incidental ZA cases bundled with another case are handled by the Plan Implementation Division.



Michael J. LoGrande  
Director of Planning

## DIRECTOR'S MESSAGE

November 2010

As your new Director of Planning, I am honored to have the opportunity to partner with the Mayor, City Council, City Planning Commission and Area Planning Commissions on helping to guide our City's future growth and development.

Today, the Planning Department faces the challenge of doing more for Los Angeles, but with fewer resources. The eight changes outlined in Blueprint 2010-11 are a strategic response to this challenge. I am confident that these changes will result in better, more transparent planning processes, and an improved level of service to the public.

Blueprint 2010-11 will be implemented in phases over the next 12 months. I encourage your thorough review of this report and look forward to working with you on fulfilling the Planning Department's mission to make great communities happen.

Sincerely,

Michael J. LoGrande  
Director of Planning

## Executive Summary

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Land development in Los Angeles is a complex and time-consuming undertaking. Developers must go through an onerous and unpredictable process that often requires the help of consultants and expeditors. Communities are skeptical about the ability of the current system to protect the quality and unique characteristics of their neighborhoods. For all involved, the process is lengthy, filled with uncertainty, and full of bureaucratic hazards that can either derail a sound development proposal or drag out the decision to reject a project that is not tenable.

Mayor Antonio Villaraigosa is committed to improving this situation. He is well aware that the current system slows the flow of investment into Los Angeles, and puts the City at a competitive disadvantage against cities in the region and across the nation. In response, the Office of the Mayor formed an inter-Departmental team<sup>1</sup> and an industry advisory group<sup>2</sup> and embarked on a strategic planning approach to change the situation.

### Vision, Mission, and Values

The Mayor does not want another report on the ills of the system. The City already has many of those kinds of reports. What he has demanded is immediate actions to improve the land development process both now and in the future to shape Los Angeles as a 21<sup>st</sup> century leader in the quality of life. ***The intention of the effort is to make LA a premiere place to live, work, and visit.***

Acting on that guidance, the inter-Department team has built a strategy to be implemented immediately, with some initiatives needing three or more years for full implementation. The City's values for land development are to PLAN smart, WORK smart, and DELIVER smart. SMART stands for:

|                  |                        |                                   |                                  |                  |
|------------------|------------------------|-----------------------------------|----------------------------------|------------------|
| <b>S</b> eamless | <b>M</b> ake It Happen | <b>A</b> ccountable & Transparent | <b>R</b> esponsible & Responsive | <b>T</b> eamwork |
|------------------|------------------------|-----------------------------------|----------------------------------|------------------|

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<sup>1</sup> Referred to as the Development Reform Steering Committee

<sup>2</sup> Referred to as the Development Reform Advisory Committee

## Action Plans – Make It Happen!

The City of Los Angeles retained KH Consulting Group (KH) with Woolpert, Inc. to assist in developing this Development Reform Strategic Plan. The consulting team solicited input from more than 200 external stakeholders, analyzed 100 prior City development reports and audits, researched best practices, flowcharted 43 processes, and worked with 97 representatives of City leadership, senior managers, and a cross-section of City employees to develop Action Plans to address the priority areas requiring change. The outcome is the Development Reform Strategic Plan: Building a Better LA with detailed Action Plans outlining Action Steps to be taken.

## BuildLA – Worth the Investment Now!

Technology is critical for achieving the desired transparency, efficiencies, and customer improvements.

**Use technology to streamline the development process.** Although it may take several years to complete, the City has already embarked on this major effort through BuildLA. Initial steps, including a City-wide portal, can be done in the near future, while others, such as the completion of the BuildLA permit, inspection, and enforcement system, will take two to three years. The full system could take five years of hard work. Ultimately, though, the creation of a more efficient, transparent, and predictable development system depends heavily on the application of web-based technology to accept, process, and report the large quantities of information needed. Although it will take time to design and build the full system with significant financial investment, the benefits to be gained more than justify the effort and expense. Among the major functions that can be provided:

- Online applications
- Electronic document submission and processing
- Online appointment services
- City-wide online project tracking
- City-wide performance monitoring

## Short-Term Initiatives – Do It Now!

The next Action Plans can be put in place within the next Fiscal Year (FY) 2011-2012<sup>3</sup> and will result in improvements to the development process immediately.

**Make sure that the Development Reform Strategic Plan is implemented.** The City has had more than 100 studies and reports on its development work efforts since 1995 that have not resulted in meaningful change. During this Development Reform effort, three major actions will help avoid the plague of inertia:

- Form a **Development Services Collaborative**. The Collaborative will be in charge of implementing the Strategic Plan, providing oversight to shared Development Services in the City, and addressing inter-Departmental operational issues involving Development Services. It will be led by a **Development Services Cabinet (DS Cabinet)**, chaired by the Deputy Mayor, Office of Economic & Business Policy. Its members will consist of the Directors or General Managers of the Department of Building & Safety (DBS), Department of City Planning (DCP), Department of Public Works/Bureau of Engineering (BOE)<sup>4</sup>, Department of Water & Power (DWP), Department of Transportation (DOT), Los Angeles Fire Department (LAFD), and Community Redevelopment Agency (CRA). This DS Cabinet is charged with ensuring the prompt implementation of the Action Plans and the continued oversight of the development process to ensure its on-going improvement.
- Make greater use of **Neighborhood Councils** and liaison groups, such as **PlanCheckNC**, to advise the City and inform community representatives about issues and projects relevant to them. DCP should also provide training on the development process for community representatives and other stakeholders.
- Building on the existing Development Reform Advisory Committee, establish a **Development Industry Advisory Committee (DIAC)** to provide continuing industry feedback and suggestions for change to senior City officials.

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<sup>3</sup> To be completed by June 2012.

<sup>4</sup> “Department” refers to both City Departments as well as the Bureaus in the Department of Public Works (DPW) in the Strategic Plan.

**Take immediate, effective action to improve Development Services for everyone – homeowners, small- and medium-sized projects, and larger developers.** The aim is to bring greater clarity and predictability to the development process with an emphasis on eliminating the phrase “...to the satisfaction of...” when outlining project requirements and conditions. The following actions emphasize the need to outline conditions for a project as early as possible and as required information is available.

- Support and strengthen the **Development Services (DS) Case Management**<sup>5</sup> and its **Construction Liaison Network**, which will be inaugurated by the Mayor in July 2011. This inter-Department joint venture, led by DBS, and including all City Departments and Bureaus that have a hand in land development, has shown promising test results in improving the speed of reviews and resolving potential problems.
- Require early project review and screening for both zoning entitlements and public amenity requirements through: a) an early **Zoning Pre-Check** and b) the mandatory completion of a new **Planning Case Referral Form (PCRF)** at the time of submittal for all Master Land Use Applications (MLUAs), where the projects have public works requirements. DCP’s new deep counters with staff with more in-depth expertise at the One-Stop Construction Services Centers are also critical for helping individuals receive reliable information on the front-end of their projects.
- Implement a **Land Development Committee** to resolve conflicting conditions for project approval. The goal is to address unresolved conflicts in conditions, and help to find common solutions through consultation with the involved Departments. The City currently lacks a body formally charged with making a timely decision if the process can’t do it; the Land Development is that body.

**Cross the finish line and complete 7 community plans.** The City is comprised of 35 Community Plan areas with populations ranging from 30,000 to 300,000 residents, with similar geographic diversity. Seven of these Community Plans, including Hollywood and six others identified through the NCP Program, are actively being updated. DCP has released the Hollywood Community Plan draft, which is now in the process of public review. The other Community Plans nearing completions are San Pedro, West Adams, Granada Hills, Sylmar, South Los Angeles, and Southeast Los Angeles. In addition, DCP will set priorities within the next year for future planning efforts. Community Plans can make it easier to protect neighborhoods and speed appropriate development, as long as the Community Plans are accompanied with ordinances that align zoning with the respective Community Plans.

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<sup>5</sup> Located at 201 N. Figueroa Street, 10<sup>th</sup> Floor, Los Angeles CA 90012.

**Continue the process of Zoning Code simplification.**

- Complete Zoning Code simplification efforts for Core Findings, Multiple Approvals, and Planned Unit Developments (PUDs).
- Begin work on a revised Zoning Code Manual; post it on a City-wide Development Services website.

**Quickly implement other “low hanging fruit” improvements that can incrementally improve the process at a low cost.**

- Measure elapsed time from the beginning of an application to its final resolution; use total elapsed time as a way to assign priority to reviews.
- Measure processing time within individual Departments, including time spent waiting for work to be assigned; establish clear standards.
- Use the current BOE Status Sheet for B-Permits to track related activity in DOT, Street Services, and Street Lighting.
- Accept cash cards (draw-down accounts) for applications and other payments.
- Offer training to Planning Commissioners to keep them up to date on Zoning Codes and other matters related to their work; ensure the Office of the City Attorney sends legal counsel to the Area Planning Commissions, which should reduce later litigation costs.

Throughout the Action Plans are many process improvements that are specific in nature, such as releasing the installation order for a permanent electric meter before formal project completion (Certificate of Occupancy) to expedite the installation process.

**Near-Term Initiatives – Keep on Going!**

The next actions and programs are important and will take two to three years<sup>6</sup> to complete – and again, will pay off in a more accountable, efficient, and predictable development process.

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<sup>6</sup> FY 2012-2013 and FY 2013-2014 (to be completed by June 2014).

**Create a system that will allow for a single cashier throughout the Development Services system.** DBS, DCP, and BOE currently have separate cashiering systems, which is a duplication of effort and an inconvenience for the customers. DBS provides cashiering services for other Departments but BOE does not. Applicants often are required to make multiple trips to pay application and permit fees at multiple locations. Although it will take some time to refine the chart of accounts and inter-Departmental transactions vis-à-vis the City's new Financial Management System, this situation should be corrected so that all Departments use one cashiering system, thereby increasing customer convenience.

**Measure and recover the full cost of Development Services.** Many Development Services costs are recovered now, but some are not and, in the areas not supported, services suffer. Changes will be needed in ordinances and processes, but these costs can be recovered. And funding will result in higher priorities and faster service.

**Continue Zoning Code simplification now under way.** DCP should continue its efforts to simplify the next round of Zoning Codes, including Administrative Exceptions, Specific Plan, and Supplemental Use Districts. These steps will not do all that is needed, but they will be of material help in reaching faster, fairer zoning decisions.

**Develop and implement customer service practices and standards.** The City should design new ways to assist customers at plan check and other counters, improve the physical environment at some offices, increase customer services, and implement innovative ways to help customers. In addition, the City should develop a culture within all City development-related Departments that emphasizes support for applicants and residents and seeks to help them reach their goals. This cultural shift could involve minimizing reflexive rule enforcement and seeking to replace it with solution-oriented policies and practices.

### **Long-Term Initiatives – It's Worth It!**

The next initiative is a high-impact one that will take three or more years to complete, with far-reaching benefits to both communities and developers, making it worth the investment.

**Undertake comprehensive Zoning Code Reform.** The City's Zoning Code has not been thoroughly overhauled since 1946. Since 1995, 22 of the 50 largest U.S. cities have undergone some form of Zoning Code Reform. Los Angeles's Zoning Code is an obsolete patchwork of confusing requirements that opens far too many doors to conflicting interpretations. Zoning Code Reform should start now and be pursued to completion. It will make a major difference in the transparency and predictability of the development process.

**Take action to update and streamline CEQA processes that are under the City's jurisdiction.** In accordance with the due process outlined in CEQA and DCP's community outreach program:

- Continue to train and increase staff expertise in CEQA.
- Revise and streamline environmental review processes and procedures by updating E-Forms, City guidelines for Categorical Exemptions, and Environmental Thresholds Review.

### **Build the Momentum and Build on Success!**

The City should not see Development Reform as a one-time effort but instead as the beginning of continuous improvements in Development Services.

### **Strategic Initiatives and Action Plans**

The Strategic Plan (Volume 1) summarizes the strategic initiatives, accomplishments to date, and implementation plan. The strategic initiatives cluster around nine action areas. The Action Plans (Volume 2, an internal working document) delineate specific objectives, action steps, accountabilities, and timelines for each strategic initiative.

**Action Plan 1.0 – World Class City – LA Quality of Life.** This Action Plan focuses on community planning, including DCP's release of seven Community Plans and strategies to update the General Plan Elements and Community Plans.

**Action Plan 2.0 – Policies and Procedures.** The City has developed policy and procedural solutions for quicker inter-Departmental resolution of conflicting conditions via a Land Development Committee and application requirements. These changes will identify necessary entitlement actions early in the application process.

**Action Plan 3.0 – Zoning Codes.** Improvements to the City's Zoning Code involve simplification, a shared manual, communications, and comprehensive Zoning Code Reform – a long over-due effort that the City last accomplished in 1946.

**Action Plan 4.0 – CEQA.** This Action Plan updates the City’s CEQA Guidelines for categorical exemptions and maintains staff CEQA training; in the long term, the City will explore other administrative aspects of CEQA that are within its control, such as environmental thresholds; environmental review processes and procedures; and the feasibility of developing a framework for comprehensive programmatic EIR analysis for specific areas within Community Plans.

**Action Plan 5.0 – Communications and Public Outreach.** City Departments will work together to increase coordination of public information, develop input opportunities, and provide Commissioner training.

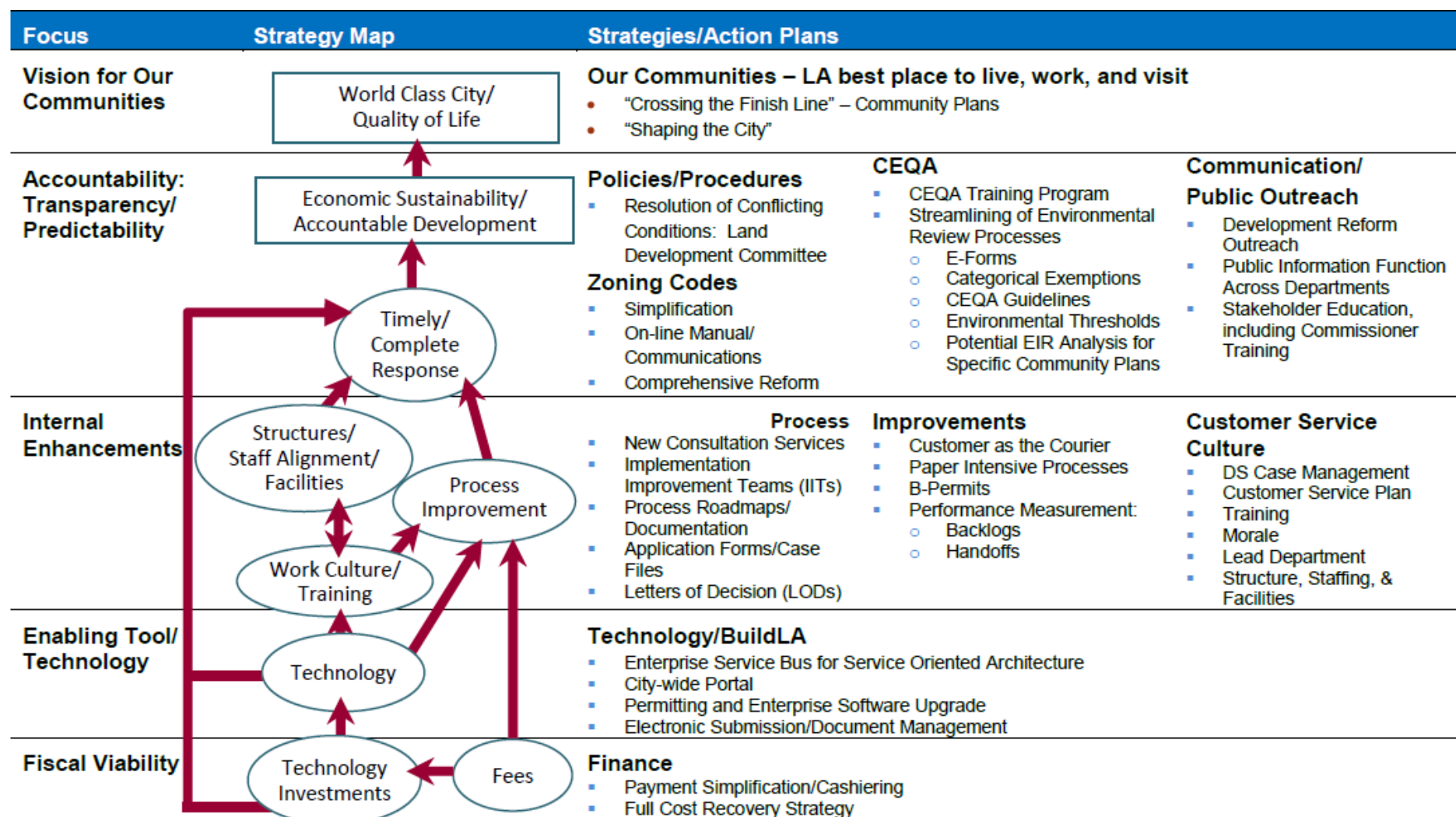
**Action Plan 6.0 – Process Improvements.** Development Services processes are complex and improvements are outlined for new consultation services for small- and medium-sized projects, process roadmaps/documentation, common application forms and case files, report production for quicker turnaround for such items as Letters of Decision (LODs), and B-Permit tracking and monitoring. The aim is to eliminate paper intensive processes and the customer having to make so many trips to various City Departments. Performance measurements for monitoring progress are built into the Action Plans. The continued use of Implementation Improvement Teams (IITs) will help to implement the improvements and instill a continuous process improvement orientation in Development Services.

**Action Plan 7.0 – Customer Service Culture.** Creating a customer service-oriented culture is vital for implementing many of these changes. Applicants will see improved customer service through the new Development Services Case Management office. Other changes provide different staffing and organizational configurations, coupled with training and performance standards.

**Action Plan 8.0 – Technology/BuildLA.** BuildLA is the vehicle for moving the Development Services technology to a new level of needed sophistication and to enable greater transparency and access to information.

**Action Plan 9.0 – Financial Resources.** Financial Resources are critical for making many of these initiatives a reality. For the customer, the City will implement a simpler mechanism for making payments, involving credit cards, draw-down accounts, and a single cashier. In addition, the City will document its costs more closely to achieve full cost recovery for services rendered. These fees can help cover staffing, technology, and other investments needed.

The diagram on the next page summarizes these Action Plans and their sub-Action Plans.



## LIST OF APPENDICES

- I. Standard Provisions for City Personal Services Contracts
- II. Insurance and Indemnification
- III. Nondiscrimination, Equal Employment Practices, Affirmative Action Program (Non-Construction)
- IV. Business Inclusion Outreach Program (BIP) and MBE/WBE/OBE Outreach
- V. Living Wage Ordinance and Service Contract Worker Retention Ordinance
- VI. Notice to Employees Working on City Contracts RE: Living Wage Ordinance and Prohibition Against Retaliation
- VII. Equal Benefits Ordinance
- VIII. Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion Lower Tier Covered Transactions
- IX. Certification Regarding Lobbying
- X. Americans with Disabilities Act
- XI. Child Support Assignment Orders
- XII. City Resident Workforce Form
- XIII. Statement of Independency
- XIV. Affidavit of Non-Collusion
- XV. Slavery Disclosure Ordinance
- XVI. First Source Hiring Ordinance
- XVII. Municipal Lobbying Ordinance
- XVIII. Municipal Campaign Finance Ordinance
- XIX. Contractor Responsibility Ordinance and Questionnaire
- XX. Pledge of Compliance
- XXI. Contractor/Bidder History Form