

**REPORT OF THE
CHIEF LEGISLATIVE ANALYST**

DATE: April 17, 2018

TO: Honorable Members of the Ad Hoc Committee on Comprehensive Job Creation Plan

FROM: Sharon M. Tso *Sharon*
Chief Legislative Analyst

Council File No.: 15-0850
Assignment No. : 17-11-1084

SUBJECT: Citywide Comprehensive Job Creation Plan – Status Report

SUMMARY

On October 28, 2016, Council adopted “Jobs and Business Advancement in Los Angeles Action Plan” (Jobs Plan or Plan). The Jobs Plan was prepared by our Office with the assistance of the Office of the Mayor, City Administrative Officer, Economic and Workforce Development Department, Office of the City Clerk, the Personnel Department, and in consultation with several other departments. The Jobs Plan presents a set of strategies, including short- and long-term steps to achieve specified goals to better assist businesses and promote job creation in the City (Strategies).

As part of Council’s approval of the Jobs Plan, each department lead was instructed to report on their respective Strategies on a quarterly basis. At the request of the Committee Chair, our Office reached out to the various department leads and compiled the attached status updates. The Jobs Plan Strategies themes are listed below.

- 1A. Creating a Centralized Business Unit.
- 1B. Forming a Small Business Commission
- 1C. Utilizing the City’s New Asset Management System for Economic Development
- 1D. Procurement Reform
- 1E. Improving the Local Business Preference Program
- 1F. Development Services Reform and Permitting Efficiencies
- 1G. Hiring 5,000 New Employees, Training, and Apprenticeships
- 1H. Adopting a Citywide Economic Development Strategy
- 1I. Marketing City Services and Incentives
- 2A. Enhancing Business Improvement Districts
- 2B. Utilizing Community Revitalization and Investment Authorities (CRIAs)
- 2C. Creating Job and Economic Development Incentive (JEDI) Zones

Since its formation in July 2015, the Ad Hoc Committee on Comprehensive Jobs Creation Plan (Jobs Committee) addressed several initiatives that are now incorporated into the Jobs Plan. The Jobs Plan presents a set of initiatives with respective strategies to better assist businesses and promote job creation in the City. Each Strategy includes short-term immediate program

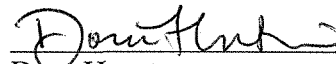
improvements and establishes structured programs to support job development over the long-term. The Jobs Plan recommends that Strategies be further refined and developed as they are implemented to better address the needs of the business community and facilitate quality job creation throughout the City.

RECOMMENDATION

That the City Council receive and file this report inasmuch as it is for informational purposes.

FISCAL IMPACT

There is no fiscal impact at this time. Implementation of the Jobs Creation Plan may require additional resources. In the Jobs Plan, each Strategy includes a “Resources” section that describes the current and future need for funding. An update to the required resources should be identified in each Strategy’s status update herein, as necessary.



Dora Huerta
Analyst

Attachments

GOAL 1A - CREATE A CENTRALIZED BUSINESS UNIT, INCLUDING RAPID RESPONSE SERVICE FOR BUSINESSES

Lead Department: Economic and Workforce Development

Short-term Objective(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. EWDD - Business Assistance Unit:				
a. EWDD's hiring plan anticipates hiring new staff for the Business Assistance Unit by October 2016. The Business Assistance Unit staff and their roles and responsibilities are described in the staffing plan and organization chart provided in the June 29, 2016 meeting of the Ad Hoc Committee on a Comprehensive Job Creation Plan. i. The new unit will be managed by an Assistant Chief Grants Administrator – this position will be responsible for overseeing all of the functions of the unit, playing the lead role in designing and implementing the new Jobs and Economic Development Incentive Zone Program, and serve as lead staff in EWDD's support of the new Small Business Commission. ii. Specifically as it relates to this Motion and the resulting CLA recommendations, a Rapid Response Officer will work with liaisons designated by the Office of Finance, Department of City Planning, Department of Building and Safety, and Department of Water and Power to establish a referral protocol and begin accepting referrals from BusinessSource Centers to help City businesses struggling with meeting City requirements.	EWDD has been building a team of professionals with specific skill sets, talents, and strengths to effectively carry out the mission of the Business Advancement Team. i. The Assistant Chief Grants Administrator will be heading the Business Advancement Team, and will be responsible for carrying out the short and long term goals of the 2016 Jobs and Business Advancement Action Plan. In August 2016, EWDD requested approval to change the Assistant Chief Grants Administrator position from civil service to exempt status. The exemption was approved by City Council in August 2017. EWDD hired the Assistant Chief Grants Administrator, she started on 1/8/2018. ii. In April 2017, EWDD hired the Rapid Response Officer, who has established referral protocols to assist businesses that are struggling with meeting City requirements or that need help in navigating the different City Departments as required to open or expand businesses.	N/A	OT	X
2. City Department Partners:				
a. EWDD recommends that the Council instruct the Office of Finance, Department of City Planning, Department of Building and Safety, and Department of Water and Power to notify the General Manager, EWDD with names of designated liaisons to assist the EWDD Rapid Response Officer with identifying and solving problems encountered by businesses in the City of Los Angeles by September 30, 2016.	EWDD's Rapid Response Officer identified liaisons for the various City Departments that play a role in assisting businesses in the City. The list of liaisons is available, and currently being used for the business referral system being implemented by EWDD.	N/A	OT	X
Long-term Objectives(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. Start-up operations of Business Assistance Unit	EWDD has started operation of the Business Assistance Unit, and is currently carrying out activities specified in the 2016 Jobs and Business Advancement Plan, such as completing the draft CRIA Establishment Policy, and hiring a Rapid Response Officer to identify liaisons for the various City Departments that play a role in assisting businesses in the City. CRIA Establishment Policy was sent to Mayor and Council see CF# 15-1195, and EWDD hired a Rapid Response Officer to identify liaisons for the various City Departments that play a role in assisting businesses in the City.	N/A	OT	X

GOAL 1A - CREATE A CENTRALIZED BUSINESS UNIT, INCLUDING RAPID RESPONSE SERVICE FOR BUSINESSES

Lead Department: Economic and Workforce Development

a. Complete hiring (October 2016).	The Business Advancement Team consists of a 7-member unit. The following is a summary of EWDD's efforts to complete hiring for vacant or new positions: 1) Assistant Chief Grants Administrator - New. EWDD hired the Assistant Chief Grants Administrator who started on 1/8/2018. 2) Management Assistant - New. This position was filled to provide administrative support for the Small Business Commission, and is also implementing the "Rapid Response" functions on an interim basis. 3) Sr. Project Coordinator - Existing. This position is the BusinessSource Center System Director and has been filled. This position has also been tasked with supporting the JEDI Zone Program. 4) Management Analyst - New. This position was filled in December 2016 to provide additional support to the BusinessSource Center. 5) Management Analyst - Existing/Vacant. An existing MA assisting with the BSC administration and monitoring retired in April 2017. Due to budget limitations, this now vacant position has not been filled. However, EWDD is re-evaluating staffing needs and current assignments to determine feasible options to fill this position in the future. 6) Senior Project Coordinator - New. The position will direct the new JEDI Zone Program and support management of the BSC System. 7) Management Analyst - New/Vacant. Hired in December 2016. Unfortunately, the staffmember unexpectedly passed away in April 2017. EWDD is working with EWDD Personnel Division to fill this vacant position.	1) EWDD will continue to work with EWDD's Personnel Division to fill the vacant positions within the Business Advancement Team. The following positions remain vacant: (1) <u>Management Assistant</u> - This position is vacant after promotion of last incumbent to provide administrative support for the Small Business Commission, and is also implementing the "Rapid Response" functions on an interim basis. (2) <u>Management Analyst</u> - Existing/Vacant. An existing MA assisting with the BSC administration and monitoring retired in April 2017. Due to budget limitations, this now vacant position has not been filled. However, EWDD is re-evaluating staffing needs and current assignments to determine feasible options to fill this position in the future. (3) <u>Senior Project Coordinator</u> - New. The position will direct the new JEDI Zone Program and support management of the BSC System.	OG	
b. Liaisons from Office of Finance, Department of City Planning, Department of Building and Safety and Department of Water and Power are appointed (October 2016).	EWDD's Rapid Response Officer identified liaisons for the various City Departments that play a role in assisting businesses in the City. The list of liaisons is available, and currently being used for the business referral system being implemented by EWDD.	N/A	OT	X
c. EWDD Rapid Response Officer establishes final protocols with City Department Liaisons (January 2017).	EWDD's Rapid Response Officer has established referral protocols to assist businesses that are struggling with meeting City requirements.	N/A	OT	X
d. Rapid Response Service is presented to Los Angeles BusinessSource Centers, City Council Offices, and Mayor's Business Team (January 2017).	BusinessSource Centers have been introduced to EWDD's Rapid Response Officer, and have been briefed on the rapid response services available. An official presentation during the regular Director's meeting on January 17, 2018. In addition, the Rapid Response Officer is scheduling one-on-one meetings with Mayor's Business Team and City Council Offices to officially introduce the Rapid Response Services. Rapid Response Services official presentation to BusinessSource Centers on January 17, 2018. Conducted one-on-one meetings with Mayor's Business Team and Council Offices in December 2017 - February 2018.	N/A	OT	X
e. Rapid Response Officer begins implementing protocols and accepting referrals (February 2017).	EWDD's Rapid Response Officer has established referral protocols to assist businesses that are struggling with meeting City requirements. These protocols are currently being implemented, and EWDD is already accepting and issuing referrals for Rapid Response Services.	N/A	OG	X
2a. Release RFP for a Consultant to develop a Citywide Economic Development Strategy (October 2016); 2b. Return to Council with recommended consultant (January 2017); 2c. Execute Consultant Contract (February 2017); 2d. Complete Citywide Economic Development Strategy (June 2017).	EWDD released the RFP on 2/22/17. EWDD reported back to Council with recommended consultant on 11/14/17. EWDD executed a contract with HR&A Advisors on 6/20/17. CEDS Strategy and related five-year implementation plan in process of development. HR&A Advisors has begun development of a final CEDS and implementation plan.	HR&A is currently preparing a final draft of CEDS and implementation plan.	OG	

GOAL 1A - CREATE A CENTRALIZED BUSINESS UNIT, INCLUDING RAPID RESPONSE SERVICE FOR BUSINESSES

Lead Department: Economic and Workforce Development

Additional Recommendations:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. Adopt the title "Business Advancement Team" as the official name for the Business Assistance Unit.	On October 26, 2016, City Council approved report from Ad Hoc on Comprehensive Job Creation Plan and Economic Development Committees adopting the title of Business Advancement Team as the official name for the Business Assistance Unit (Council File No. 15-0850).	N/A	OT	X
2. Instruct the Business Advancement Team to report to Council annually with: a. The number of businesses seeking assistance and the outcome of those requests; b. The average time to resolve an issue; c. Trends in the types of problems businesses need assistance with; d. Recommendations for policy changes.	EWDD is tracking the number of businesses being assisted through the Rapid Response Services. A report to City Council will be prepared in July 2018, based on activity and outcomes for fiscal year 2017-18.	EWDD will report to City Council in July 2018, based on activity and outcomes for fiscal year 2017-18.	OG	
3. Instruct the Business Advancement Team to work with Mayor and Council to create a pilot program to assist manufacturers relocating to Los Angeles and report to Council with policy recommendations.	This recommendation is pending.	1) EWDD's Assistant Chief Grants Administrator will work with the Council and Mayor's Office to create a program that assists manufacturers relocating to the City. 2) Policy recommendations will be presented to City Council in June 2018.	OG	
4. Instruct the Business Advancement Team to negotiate a Memorandum of Understanding with the Employment Development Department to receive job related data for the City of Los Angeles.	This recommendation is pending.	EWDD's Assistant Chief Grants Administrator will work with the City Attorney's Office and the Employment Development Department in drafting and executing an MOU for the City to receive job related data. This should be completed by June 2018.	OG	
5. Request the Mayor's Office, in partnership with City departments, to maintain and update the small business portal.	EWDD has been working with the Department of Finance in updating the Business Portal, as it pertains to EWDD programs. The Business Portal is now functioning and is available for the public's use.	EWDD will continue to work with the Department of Finance to update the Business Portal website when needed.	OG	
6. Instruct the Information Technology Agency to report to the Committee within 30 days with options for creating a subscription capability for the small business portal.	EWDD has been working with the Department of Finance in adding subscription capacity to Portal.	Subscription capabilities are expected to be available by May 2018. Once subscription service is available, EWDD will coordinate with various City Departments to formulate periodical information to business in Los Angeles.	N/A	N/A
7. Instruct the Department of Building and Safety, the Planning Department, and other development services departments to develop a partnership plan with the Business Advancement Team.	EWDD's Rapid Response Officer identified liaisons for the various City Departments that play a role in assisting businesses in the City. The list of liaisons is currently being used for the business referral system being implemented by Business Advancement Team.	N/A	OT	X

In the space below, please add any additional information to describe or further explain the status of this Strategy. If additional space is needed, please attach a supplemental narrative.

Notes: In addition to short and long term objectives of the 2016 Jobs and Business Advancement Action Plan, EWDD has been working on developing a comprehensive reference guide for businesses. The guide will provide user-friendly information about the process for opening or expanding a business in the City. It is anticipated the draft guide will be ready for review by Spring 2018. This will encompass information gathered in Item 7.

EWDD will also request changing the EWDD's Rapid Response Officer name to "EWDD Business Response Officer." The EWDD's Rapid Response Program assists downsizing businesses with staffing support for their employees. The name change to "Business Response Officer," will help in marketing the services and assistance the City can provide for Small Business with in the City of Los Angeles.

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GOAL 18 - CREATE A NEW SMALL BUSINESS COMMISSION
Lead Department: Economic and Workforce Development

Short-term Objective(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. EWDD to fill new positions for the Business Assistance Unit (October 2016).	EWDD has been building a team of professionals with specific skill sets, talents and strengths to effectively carry out the mission of the Business Advancement Team. 1) The Assistant Chief Grants Administrator will be heading the Business Advancement Team, and will be responsible for carrying out the short and long term goals of the 2016 Jobs and Business Advancement Action Plan, including the creation and management of the Small Business Commission. In August 2016, EWDD requested approval to change the Assistant Chief Grants Administrator position from civil service to exempt status. The exemption was approved by City Council in August 2017. Thus, EWDD conducted interviews for the position, and is currently in the process of hiring the selected applicant. EWDD finalized the hiring process for the Assistant Chief Grants Administrator, who began work on 1/8/2018 2) A Management Assistant was hired to provide administrative support for the Small Business Commission.	EWDD will continue to work with EWDD's Personnel Division to fill the vacant positions within the Business Advancement Team.	OG	
2. Mayor and Council to appoint and confirm new members for the Small Business Commission (January 2017).	This objective is pending.	EWDD will work with Council and Mayor's Office in the process to appoint and confirm Small Business Commission members.	OG	
3. Approve work plan for the first year of the Small Business Commission (January 2017).	EWDD has a draft work plan for the first year of the Small Business Commission, which will be finalized and implemented by the Assistant Chief Grants Administrator.	EWDD will finalize the Small Business Commission work plan. The anticipated completion date is Spring 2018.	OG	
4. Small Business Commission report to Council with Year 1 priorities (February 2017).	Establishment of the Small Business Commission/appointment of members is still pending. Therefore, there is no activity to report at this time.	EWDD will coordinate Small Business Commission report to City Council with Year 1 priorities.	OG	
Long-term Objectives(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
Small Business Commission report to Council with results of first year work plan and recommendations for Year 2 work plan (December 2017).	Establishment of the Small Business Commission/appointment of members is still pending. Therefore, there is no activity and recommendations to report at this time.	EWDD will coordinate Small Business Commission report to City Council upon completion of the first year of implementation of the work plan.	OG	
Additional Recommendations:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
Instruct the Office of Finance to add a subscription capability to the Business Tax Registration Certificate website and form to allow the businesses to subscribe for updates from the City.	This objective is pending.	The Office of Finance will complete the implementation of a subscription capability to the Business Tax Registration Certificate website.	OG	
Instruct the Office of Finance to share the subscription list with the Business Advancement Team and the Los Angeles Small Business Commission.	This objective is pending.	Once the subscription list is complete, list will be shared.	OG	

In the space below, please add any additional information to describe or further explain the status of this Strategy. If additional space is needed, please attach a supplemental narrative.

Notes: EWDD hired Assistant Chief Grants Administrator (ACGA), who will directly oversee activities of the Small Business Commission. EWDD anticipates making greater strides toward objectives specified in the 2016 Jobs and Business Advancement Action Plan.

GOAL 1C - ESTABLISH THE ASSET MANAGEMENT FRAMEWORK FOR THE DISPOSITION OF CITY-OWNED PROPERTIES FOR ECONOMIC DEVELOPMENT

Lead Departments: Economic and Workforce Development Department (EWDD) and City Administrative Officer (CAO)

Long-term Objectives(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. CAO and EWDD to assess the resources needed to oversee economic development in the City once the Framework has been in place for six months. EWDD to report on the resources needed by December 31, 2016.	With regard to a current assessment of the resources needed, EWDD hired consultant HR&A Advisors in 2017 to fully assess and quantify City resources required to effectively oversee the economic development activities concerning its real estate asset management functions. Once the report is complete, EWDD will provide a full assessment of resources needed to carry out its economic development objectives. To the extent that EWDD requires additional resources, the request should be included in concert with preparation of the annual budget. The CAO's Office is not requesting any additional resources at this time.	EWDD will transmit its consultant report once it is completed through the MFC for Council consideration and approval. In addition to the Consultant report, CAO and EWDD will continue to assess its work program annually and report, as necessary, on any required resources.	OG	
2. EWDD and the CAO will prepare the annual report that details property evaluations requested, under review, and completed, and an update on the status of all properties being reused or redeveloped for non-municipal purposes by April 30, 2017.	Both CAO and EWDD will provide an annual report of activity at a later date.	CAO and EWDD to prepare and present an annual report in May 2018.	OG	
Additional Recommendations:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. Instruct the CAO and the General Services Department (GSD) to meet with Council offices annually to prioritize City properties in each district with the greatest potential for economic development.	Since adoption of the Framework, the CAO Asset Management Group (AMG), GSD Real Estate Services, and EWDD have periodically met with Council Offices and Departments to determine and prioritize City properties in each Council District with the greatest potential for economic development and other uses. It should be noted that GSD's work is primarily centered around use of properties for provision of City services and disposition of properties via auction or direct sale for non-economic development purposes. EWDD, however, has assessed and prioritized properties including proactive outreach activities to Council Offices specific to economic development. The EWDD response should provide a more detailed assessment of its activities.	CAO will continue to meet on an as-needed basis with Council Offices toward the successful development and disposition of City-owned properties for economic development and other purposes.	OG	
2. Instruct the CAO and the GSD to promote the list and inform the business community, real estate agents, developers, etc. what properties can be utilized for.	In FY 2016-17, the City provided funds to implement this City's first automated and comprehensive database system that now houses information and tracks all City-owned properties and assets. Through data filtering and mapping tools in this system, GSD is able to update and inform the City community with updated and accurate information. It should be noted that the CAO AMG has also established a distribution list consisting of business community, real estate agents, developers, etc and regularly sends MailChimp of RFP notifications, development, and purchase opportunities.	This work is on-going.	OG	
3. Instruct the CAO and GSD to list surplus properties on the City's website.	GSD and CAO use various mechanisms, including the newly implemented Asset Management Database system, to list all City-owned properties. GSD published the City's inventory of surplus properties with data filtering and mapping tools.	GSD will continue to update the property disposition information on an on-going basis as authorized by Council action.	OG	X

In the space below, please add any additional information to describe or further explain the status of this Strategy. If additional space is needed, please attach a supplemental narrative.

Notes:

GOAL 1C - ESTABLISH THE ASSET MANAGEMENT FRAMEWORK FOR THE DISPOSITION OF CITY-OWNED PROPERTIES FOR ECONOMIC DEVELOPMENT

Lead Departments: Economic and Workforce Development Department (EWDD) and City Administrative Officer (CAO)

Short-term Objective(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. CAO to meet with the Controller's Office to determine the accounting mechanisms that need to be established in order to deposit funds in the EDTF and the Real Property Trust Fund once funds are received. a.) GSD to meet with the CAO and Controller to discuss the deposit of rents received from CRA/LA Future Development properties to the EDTF.	<p>1) Per the Controller, Council approval of the Ordinance establishing the Economic Development Trust Fund (EDTF) is required for the Controller to proceed with set up of the EDTF Fund. The Controller would proceed upon the effective date of the EDTF Ordinance. The Controller already has the ability to deposit funds in the respective Real Property Trust Fund for Council Offices. These funds are managed by the City Clerk. The Controller also advises that EWDD will need to coordinate with City Clerk for deposits resulting from EDTF Ordinance sales. Status: Council approved the Ordinance so that the EDTF can receive funds designated for economic development on March 21, 2018 (C.F. 16-0931).</p> <p>1a) Self Help Graphics is the single rent-paying former CRA/LA Future Development Property. The property is in the process of being sold to Self Help Graphics and the City will no longer collect rent thereafter.</p> <p>CAO will likely include future recommendations to reimburse or transfer the rent revenues to reimburse the General Fund for maintenance costs. GSD will need to report on the status of the unpaid rents.</p>	CAO will include a future instruction to transfer the rent revenues to the General Fund. Maintenance funds for future years will be reduced/eliminated as the Option Agreement for each of the Future Development property is exercised and the City's responsibility for maintenance is reduced.	OT	X
2. City Attorney to prepare and present to Council the EDTF Ordinance and any amendments to the Real Property Trust Fund Ordinance by August 30, 2016.	2) On August 12, 2016, and in response to the May 3, 2016 Council instructions, the City Attorney's Office submitted a Draft Ordinance R16-0250 recommending the addition of Chapter 172 to Division 5 of the LAAC to create the EDTF and amendment to Section 5.500 of the LAAC to authorize the use of Real Property Trust funds to fund economic development. The Draft Ordinance is still pending approval.	The Ordinance was approved by Council on March 21, 2018 (C.F. 16-0931)	OT	X
3. EWDD to coordinate a meeting with the CAO to discuss the development of the guidelines for utilizing the funds deposited into the EDTF and on resources needed to oversee economic development in the City in order to accomplish this by September 15, 2016. a.) EWDD anticipates reporting to MFC with the proposed guidelines at the regularly scheduled meeting in September 2016.	<p>3) EWDD transmitted a report dated October 4, 2016 containing expenditure guidelines for the Economic Development Trust Fund (EDTF). The report also included instructions to EWDD to report annually to the City Council and Mayor on the status of the EDTF including, but not limited to the amount of economic development incentives anticipated to be attained, or otherwise owing, for each project for the upcoming fiscal year, and the maximum anticipated balance of incentives for each project over the term of the project agreements.</p> <p>This report was approved without change at the October 27, 2016 Municipal Facilities Committee meeting and transmitted on November 2, 2016 to the City Clerk (C.F. 12-1549-S3). On November 8, 2016, the Economic Development Committee considered and approved the report and transmitted it to Ad Hoc on Comprehensive Job Creation Plan Committee for further consideration.</p>	The report is pending before Committee.	OT	X

Additional Recommendations:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. Instruct the CAO, with the assistance of the City Attorney, GSD, BCA, and CLA, to report on the feasibility and impact of increasing the threshold on competitive bid procurement from \$25,000 to \$100,000 in the Los Angeles Administrative Code section 10.15 (a)(1) and necessary steps to effectuate this action.	The CAO, CLA, and GSD released reports regarding the creation of a centralized unit of procurement (C.F. 15-0850-S3; see item 3 below), where the departments acknowledged the critical role of this centralized office in conducting a global review of the City's procurement process. GSD is currently hiring the Chief Procurement Officer to lead this effort. In continued discussions between CAO, City Attorney, GSD, and BCA, the departments agree that a specific policy change, such as increasing the competitive bid threshold, should be reviewed in the context of this larger procurement review effort, which may incorporate proposed revisions to a number of City policies and/or ordinances. In addition, a number of City procurement-related ordinances use this same threshold (\$25,000), and it would be prudent to review the appropriateness of using this amount as a threshold globally for competitive bidding as well as other contract compliance requirements. This effort should occur with the oversight of the Chief Procurement Officer.	The CAO, City Attorney, GSD, BCA, and CLA will meet with the Chief Procurement Officer to begin the Citywide policy discussion of potential ordinance revisions that may streamline the contracting process.	OG	
2. Instruct GSD, BCA, CAO, CLA, and City Attorney to coordinate these efforts with the Local Business Preference Program, including the development of metrics in the contracting process that would inform analysis and decisions regarding the LBPP.	The CLA has established a working group to discuss issues related to the LBPP, including improving the overall procurement process.	The CLA will continue to meet regularly with other City staff to address these issues.	OG	
3. Instruct the CAO, CLA, GSD to report to the Jobs Committee within 60 days on the proposed organizational structure, advantages and disadvantages, impacts to existing departments, and resources needed to implement the formation of a new department or unit of procurement.	The CAO, CLA, and GSD have released a report analyzing the proposed organizational structure, advantages and disadvantages, impacts to existing departments, and resources needed to implement the formation of a unit of procurement. The 2017-18 Adopted Budget included nine months of funding for a Prima Program Manager (equivalent to a Chief Management Analyst) to serve as the Chief Procurement Officer, and authorities without funding for two Management Analysts to streamline and improve the City's procurement and contracting processes. The City has hired the Prima Program Manager to serve as the Chief Procurement Officer (CPO).	The CPO continues to build the Office of the Chief Procurement Officer and will continue to explore resource requirements.	OG	

<p>4. Streamline Contract Process: This effort should be complete during the 2016-17 fiscal year.</p>	<p>GSD has hired a Prima Program Manager to serve as Chief Procurement Officer (CPO). Building on the work of the O-team, the CPO has begun to identify the areas for improvement in streamlining not only the contracting process, but the full procurement lifecycle. This will require business process re-engineering, but in order to maximize the impact of the improvements, many changes must be enabled via an e-sourcing and procurement tool. The improvements, enabled by the tool, will make it easier for businesses to find opportunities, complete the necessary compliance requirements, submit proposals/bids, finalize contracts, and issue invoices through one seamless platform. It is anticipated that these efforts will help lower the barriers to entry for smaller businesses, increase competition, and increase value for the taxpayer.</p>	<p>Effort is ongoing.</p>	<p>OG</p>	
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GOAL 1D - DEVELOP AND IMPLEMENT A COMPREHENSIVE PLAN TO STREAMLINE AND IMPROVE THE CITY'S PROCUREMENT AND CONTRACTING PRACTICES

Lead Department: Lead agency varies by topic and instruction

Short-term Objective(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. Procurement Manual and Training Program Status: a) General Services Department (GSD) and Bureau of Contract Administration (BCA) will meet with the City Attorney to complete review of the City Procurement Manual in two to four months, b) GSD, BCA, the City Attorney as applicable, and department contract coordinators (DCCs) as identified by GSD and BCA, will develop a procurement and contract management training program curriculum in the subsequent two months, c) Once substantively complete, GSD and BCA will partner with the Personnel Department to refine the training program and make it available to DCCs and other interested and pertinent staff in two to four months.	A final draft of the RFP Manual reviewed by GSD, BCA, and Bureau of Engineering was submitted to the department's designated City Attorney in the Spring of 2017. In October 2017, a revised Standard Provisions for City Contracts was released by the City Attorney's office. Subsequently, GSD was notified that further revisions would be made to the Standard Provisions by the City Attorney. A final revised version of the Standard Provisions was released in October 2017.	Upon release of the revised finalized Standard Provisions by the City Attorney's office, the RFP Manual will be reviewed again and revised to incorporate changes. A revised RFP Manual will be submitted to the City Attorney's office for review and approval.	OG	
2. Contract Management System: a) ITA will coordinate stakeholder input and, in partnership with the O-Team, develop a roadmap for an integrated purchasing system that addresses the needs of prospective bidders, including small businesses interested in doing business with the City, for potential consideration by the ITOC in eight to 12 weeks; b) The O-Team is developing a centralized shared contract database expected to be available to City department staff in four months.	As part of the Comprehensive Job Creation Plan and the Procurement Reform effort, ITA in partnership with the O-Team held regular sessions to engage stakeholders, elicit feedback, weigh the pros and cons of various system approaches, and report back with key findings and recommendations (See Council File No. 15-1507). After extensive gathering and processing documentation, ITA began the second phase of Procurement Reform: the digitization and automation of the City's construction contracting process. Through this effort, the City can expect reductions in contracting cycle times; increased efficiency, visibility, and greater control to ensure compliance. This phase also includes the digitization and automation of the certification process for local, minority, and woman-owned businesses as well as the City's procurement forms.	ITA plans to complete phase two of Procurement Reform and begin work on Phase Three: Services Contracting.	OG	
3. Data Collection Methodologies: The O-Team will utilize the services of Spikes Cavell to uncover cost-saving opportunities by identifying commonly used vendors across the City's spending, categorizing the City's purchasing using data available through the City's open data portal, providing infrastructure for procurement category management, and providing information where vendor diversity (within categories) and spending compares with other municipalities and organizations with open procurement data in three to four months.	The O-Team worked with Spikes Cavell to clean and categorize the City's procurement data. While this proved challenging given the data quality and lack of standardization, this effort identified some opportunities and enabled an in-depth analysis of the City's supplier diversity.	The work ITA, MOBI/O-Team, and departmental stakeholders are undertaking with Procurement Reform will ensure data standards and full visibility into the contracting process. This effort will provide valuable business intelligence that has not been available to the City.	OG	
4. Timely Contract Payments: No recommendation at this time.	Effort is ongoing.	Effort is ongoing.	OG	
5. Outsource Unit Work: No recommendation at this time.	Effort is ongoing.	Effort is ongoing.	OG	
6. Streamline Contract Process: Upon request by the City Council, the City Attorney would prepare and present an ordinance to increase the amount of the exemption contained in Los Angeles Administrative Code section 10.15(a)(1) from \$25,000 to \$100,000 to allow the City to more efficiently administer its contracting process within four months.	Effort is ongoing.	Effort is ongoing.	OG	

Long-term Objectives(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. Procurement Manual and Training Program Status:	The Chief Procurement Officer (CPO) is developing a comprehensive professional development plan for the department contract coordinators (DCCs), including the creation of a Procurement Leadership Institute (PLI). The PLI will provide City procurement professionals with training from industry leading experts, including private sector instructors, and establish a peer-learning environment that will support increased collaboration and shared insight. The CPO is also developing a PLI web portal, which will include user friendly guides, procurement manuals, legal references, templates, and collaboration tools. The CPO held his inaugural meeting on April 12, 2018 with the DCCs.	The CPO has scheduled another meeting in June 2018 with the DCCs with the goal of instituting regular and frequent meetings going forward.	OG	
2. Contract Management System: Once consensus is achieved, ITA may submit a budget request for contract management system development and implementation.	As part of the Comprehensive Job Creation Plan and the Procurement Reform effort, ITA in partnership with the O-Team, held regular sessions to engage stakeholders, elicit feedback, weigh the pros and cons of various system approaches, and reported back with key findings and recommendations (See Council File No. 15-1507). After months of extensive requirements gathering and process documentation, ITA began the second phase of Procurement Reform: the digitization and automation of the City's construction contracting process. Among the project objectives are reductions in contracting cycle times, increased visibility, and greater control to ensure compliance. digitize and automate construction contracting including the certification process for local, minority and woman-owned businesses. Currently this is a manual, time-consuming process for the departments and the Bureau of Contract Administration. Through a digitized and automated process, the City can expect reductions in contracting cycle times; increased efficiency, visibility, and greater control to ensure compliance. Efficiency gains approaching 35 percent will enable staff to focus on the more critical, value-added aspects of the process such as stronger statements of work and specifications. This will reduce mistakes, and improve quality and job satisfaction. Through this digitization and automation process, it will be far easier for contractors to apply for City contracts, thereby expanding the competitive pool, resulting in more competitive pricing. Currently, contractors can become ineligible for selection due to a clerical oversight in their bid response. An electronic application would not allow a contractor to submit until all the required information was complete. There have been instances where the lowest bidding contractor came in a million dollars below the next lowest bid, but the City could not select this contractor due to a simple clerical error rendering the bid ineligible.	Complete phase two of Procurement Reform and begin work on Phase three: Services Contracting:	OG	
3. Data Collection Methodologies: This effort should be complete during the 2016-17 fiscal year.	As part of Procurement Reform, the O-Team, GSD, departmental stakeholders, and ITA have been working towards establishing data standards and improving visibility into the contracting process. The current digitization and automation of the contracting process is driving process and data improvements. After a preliminary review of the City's procurement systems and data repositories, the CPO has determined that achieving a cohesive and strategic data plan requires a comprehensive procurement lifecycle strategy. The data architecture and standards for the future state can only be enabled by the appropriate e-sourcing and procurement platform, which would provide visibility into procurement task and transaction data as well as critical vendor information. The current landscape and technology systems do not offer comprehensive and required data points, including task level cycle times, detailed contract award information, including to small, local, and diverse businesses. Data, where it exists, rests in various separate systems and databases and there is no clear data warehouse strategy to connect the information. Due to these limitations, it is difficult or impossible to produce relevant reports, especially in a timely manner. This is in contrast to the available e-sourcing and procurement solutions that offer such reporting with a touch of a button. Therefore, the procurement data strategy is inextricably linked to enablement of a e-sourcing and procurement tool.	The CPO has initiated a market research and RFI process and plans to provide market-leading solutions to City departments and stakeholders.	OG	

GOAL 1E - ENHANCE AND IMPROVE THE LOCAL BUSINESS PREFERENCE POLICY PROGRAM TO INCREASE LOCAL BUSINESS PARTICIPATION ON CONTRACTS WITH THE CITY

Lead Departments: Bureau of Contract Administration (BCA) and Chief Legislative Analyst (CLA)

Short-term Objective(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. The CLA and City Attorney to report on options to redefine "lowest responsible bidder," including a provision whereby the City can provide an additional preference based on the bidder's impact on local taxes by October 2016	The City Attorney states that a significant fact-based justification would be required. The City would need to demonstrate through credible evidence, such as a through a commissioned disparity study. Careful analysis should be conducted to ensure compliance with the Commerce Clause, Equal Protection Clause, and the Privileges and Immunities Clauses of the U.S. Constitution, as well as with any other applicable local, state or federal laws.	If the Council wishes to further explore redefining "lowest responsible bidder," the City Attorney should be requested to submit a written report on the specific steps required for implementation.	OG	
Long-term Objectives(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. The Bureau of Contract Administration (BCA) and the Information Technology Agency (ITA), in conjunction with other appropriate departments, will present an action plan by February 2017 that will more effectively implement the Local Business Preference Program (LBPP) and will include, but not be limited to, the following: i.) Independent verification of verification of applicant data to ensure businesses are local by November 2016; ii.) Monitoring and tracking the level of participation by City departments by January 2017.	BCA is independently verifying applicant data in order to ensure businesses are local. In August 2017, BCA completed its FY15/16 LBPP tracking report by City departments. BCA has requested departments to provide their completed FY16/17 data.	BCA will continue to work with City departments to compile FY16/17 LBPP data and will submit a report to Council for approval. BCA will work with departments to compile FY17/18 data, which is currently incomplete; complete FY17/18 data will be available after the end of the FY17/18 fiscal year.	OG	
2. The CLA and CAO will report on a comprehensive Citywide action plan with input from appropriate City departments by June 2017 to include, but not be limited to, the following: i.) Review best practices (staffing, programming, etc.) by November 2016; ii.) Identify and evaluate small and local business programs by December 2016; iii.) Study the feasibility of the potential consolidation of the Small, Local Business Program and Local Business Preference Program by February 2017; iv.) Develop processes to provide consistent communication by March 2017; v.) Study potential uniform definition by April 2017; and vi.) Include benchmarks and performance metrics to the level feasible by May 2017.	BCA has met with CLA and CAO to discuss the Small, Local Business Program and the Local Business Preference Program.	The CLA and CAO are in the process of scheduling a series of working group meetings with appropriate City staff to further discuss these issues.	OG	
Additional Recommendations:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. Instruct ITA to digitize all certifications as feasible (Local Business Program Preference, Small Local Business, Minority Business Enterprise, Women Business Enterprise, Disadvantaged Business Enterprise, etc.) and ensure that those digitized applications are available through Business Assistance Virtual Network by November 2016	ITA's forms team hired an Adobe AEM contractor to assist in the digitization of all certifications as well as all procurement forms. All the forms are now digitally fillable/savable.	The next step is to work with BCA and other stakeholders to refine and build validations into the forms, incorporate electronic signature, and approval workflows. As part of this effort, forms will prepopulate based on contractor/vendor profiles and all form information will be saved into Adobe AEM's database for future bids/proposals to reduce the administrative burden for our local, diverse suppliers.	OG	
2. Instruct the EWDD to conduct outreach regarding the LBPP through business advocacy groups, BusinessSource Center, WorkSource Center, Business Improvement Districts, and through other means by February 2017.	EWDD invited BCA to a monthly meeting with their BusinessSource Center Directors to discuss certification application review training.	This effort is ongoing.	OG	

Additional Recommendations:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
3. Instruct BCA, with the assistance of relevant City departments, to report on the long-term needs relative to conducting effective outreach by December 2016.	For FY17/18, BCA requested 2 Management Analyst positions for LBE certification and outreach. The budget for one Management Analyst was approved which has allowed BCA to process LBE certifications in a more timely manner. Effective outreach has been limited. BCA is working with the BusinessSource Centers to train their employees on the different types of certification and the certification criteria so that the BusinessSource Centers can more effectively assist their constituent businesses. BCA is also working to conduct Department Contract Coordinator training on the different types of certification and application of the LBPP.	Effort is ongoing.	OG	
4. Instruct BCA, with the assistance of the CLA and relevant City departments, to work with Los Angeles County to create a single certification system for all certifications by March 2017.	On July 26, 2017, the Board of Public Works adopted the BCA recommendation that the Los Angeles County Local Small Business Enterprise certification be accepted by BCA so long as it meets BCA's certification standards. Subsequently, BCA was informed by the County's certification unit that they do not perform a document review to confirm a legal right to workspace and they accept any claim of workspace (virtual offices, time share, hotel style, etc. are all acceptable to the County). BCA is now performing an independent review of County LSBE to confirm workspace and compliance with tax and licensing requirements.	The County is now considering following BCA's lead in reviewing documents to confirm workspace in the County. The County is also considering accepting BCA's LBE certifications so long as they meet the County's requirements of being headquartered in the County and located in the County for the last 12 months.	OG	
5. Instruct all applicable City departments to collect the following data relative to the LBPP by December 2016: total number of contracts awarded; Total number of contracts and amounts awarded to Local Business Enterprises, LBEs awarded due to LBPP; Total cost to the City to award to LBEs over non-LBEs.	On December 1, 2016, BCA sent a memorandum to all General Managers to collect the data as instructed in C.F. 15-0850) for "Fiscal years 2015-Present" and submit it to BCA no later than January 13, 2017. BCA has requested the FY16/17 data for all City departments. BCA has received responses from 30 City Departments.	BCA will continue to work with City departments to compile FY16/17 LBPP data. When this data is received, BCA will submit a report to Council for approval under separate cover. BCA will work with City departments to compile FY17/18 data, which is currently incomplete; complete FY 17/18 data will be available after the end of the FY 17/18 fiscal year.	OG	
6. Instruct BCA to send a letter to all relevant City departments with information on what data they must collect for the LBPP by December 2016 (three months) and provide a report annually by April 1st to Council.	On December 1, 2016, BCA sent a memorandum to all General Managers to collect the data as instructed in C.F. 15-0850) for "Fiscal years 2015-Present" and submit it to BCA no later than January 13, 2017. BCA did not have all the data and was not able to complete the FY15/16 report until August 2017. BCA has requested the FY16/17 data for all City departments. BCA has received responses from 30 City Departments.	BCA will continue to work with City departments to compile their FY16/17 LBPP data. When this data is received, BCA will submit a report to Council .	OG	

GOAL 1Fa - DEVELOP AND IMPLEMENT BuildLA, AN ONLINE DEVELOPMENT SERVICES SYSTEM

Lead Department: Office of the Mayor (as Executive Sponsor)

Short-term Objective(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. Finalize the Scope of Work, deliverables, costs, and standard contract terms/conditions for BuildLA. The Mayor's Office and LADBS, with the assistance of the other development services departments, will meet with Accela Inc. as needed in order to finalize these items.	<p>The Mayor's Office (through the Mayor's Office of Economic Development or MOED), as Executive Sponsor, provided policy and project management oversight with Building & Safety (LADBS) providing the day-to-day management and leadership on contract, project development, and implementation strategies. The project evolved from initially replacing LADBS' Permit and Inspection System to creating a one-size approach to cover all of the Development Services Departments (DSDs) needs (LADBS, DCP, BOE, Fire, and DOT). The Mayor's Office and DSDs came to agreement that this approach was not realistic and too costly as some departments didn't need/want to replace systems while others had varying needs that would not be covered by a one-size approach. It was decided that a better solution would be for DSDs to develop and improve their systems in order to gain operational efficiencies and meet the needs of Development Services customers by inter-connecting the services and collecting related payments through a single BuildLA Portal.</p> <p>A contract was not signed with Accela or any other vendor to provide the one-size BuildLA solution - the RFP was withdrawn.</p>	<p>LADBS will create Service Level Agreements (SLAs) between participating DSDs to ensure that resources are properly allocated, system/service standards are agreed to and met, and whenever possible, systems and data are shared to maximize system efficiency and minimize related costs. SLAs will be established within 60 days of DSDs going live on the new BuildLA portal in anticipation of Phase 2 of the project (noted below and in the supplemental report).</p> <p>The development and management of the BuildLA Portal has been assumed by LADBS with the support from the Mayor's Office. LADBS is providing DSDs with connectivity standards and technical assistance.</p>	OG	
2. Circulate the proposed contract with Accela Inc. to the City Attorney, Mayor's Office, and City Administrative Officer. Contract execution is targeted for the end of September 2016.				
3. Launch Project Phase 1 and complete within 14 to 16 months. Accela, City staff, and other contractors will work to complete Phase 1, including portal launch, customer registration, interactive wizards, and development services provided by City Planning (e.g., apply for an entitlement, and view case status).				
Long-term Objectives(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. Launch Project Phase 2. After completion of Phase 1, Accela, City staff, and other contractors will work to complete Phase 2 within approximately 18 months, including development services reforms provided by LADBS, LADOT, BOE, BOS, BSS and LAFD.	All DSD services will be available through the BuildLA Portal, designed and managed by LADBS, to create a virtual Development Services Center.	Please see supplemental report for Goal 1Fb (Attachment 1).	OG	

In the space below, please add any additional information to describe or further explain the status of this Strategy. If additional space is needed, please attach a supplemental narrative.

Notes: Please see supplemental report (Attachment 1).

Department of Building and Safety will be the lead on future reports.

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GOAL 1Fb - ENHANCE CUSTOMER SERVICE AND STREAMLINE DEVELOPMENT REVIEW IN BUILDING & SAFETY

Lead Department: Department of Building and Safety

Short-term Objective(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. Execute partnership plan with the Department of Public Works. DBS will work with Public Works to sign the agreement by the end of August 2016.	Complete (8/18/2016)	Complete	OT	X
2. Implement and monitor new partnership plans with City Planning, LADOT, and HCID. DBS will work with each department to roll out identified components on a quarterly basis through FY 2016-17, and monitor progress and take corrective action as needed.	Partnership Meetings are ongoing with DCP, LADOT, and HCID	Continue work on completing the agreed-upon enhancements	OG	
Long-term Objectives(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. Heighten Nuisance Abatement to improve quality of life: a.) Reduce new complaint response time from 50 percent within 20 days to 60 percent within 10 days by the end of 2016 Calendar Year. b.) Establish a Code Enforcement Adaptive Response Unit to respond quickly to non-routine requests; provide assistance to LAPD/LAFD on nuisance and/or vacant properties by the end of 2016 Calendar Year.	(a) Target achieved and being maintained. (b) Staff required	(a) Maintain target (b) Submit request for additional staff	OG	
2. Implement Sustainability Plan and retrofit programs: a.) Streamline approval for energy storage projects, b.) Establish a Sustainability Research Unit, c.) Set up Virtual Green Building Services Center.	(a) Working with industry in establishing a procedure (b) Complete: Unit not required. Various existing research units within the department coordinate with the Chief Sustainability Officer when needed. (c) Complete	(a) Feedback will be collected and used to develop a procedure. (b) Complete (c) Complete	OG	
3. Enhance technology to improve customer services:				
a. Completely implement BuildLA (see Goal 1Fa) and integrate plan review, permitting, entitlement, and code enforcement by September 2019.	LADBS, with the support of the Mayor's Office, is the lead agency for creating and maintaining a BuildLA Portal to serve as a single point of entry for customers to avail themselves of developments services. The Portal will inter-connect services provided by Development Services Departments- DSDs (e.g., LADBS, DCP, BOE, Fire, DOT). The foundational work is in progress and includes creation of a "Project ID", "Customer Registration", "Customer Dashboard," and an LADBS-piloted ePlan service. ePlan is expected to launch in December 2017. BOE has already been engaged and has linked some of their online development services and informational content to the BuildLA portal. Have been meeting with DCP regarding BuildLA Portal needs/standards. DCP will provide LADBS with a proposal for BuildLA integration, including proposed planned online services and launch timelines in mid December 2018.	LADBS has reached out to Fire to begin assessing their readiness for connecting their services to the Portal. LADBS will create Service Level Agreements with participating DSDs to ensure that resources are properly allocated, system/service standards are agreed to and met, and whenever possible, systems and data are shared to maximize system efficiency and minimize related costs. Since the DSDs will not all be ready to implement their services in the BuildLA Portal at the same time and some services may be added/deleted at different times, the SLAs will be managed as follows: They will be drafted during the requirements phase for each DSD; and finalized about 60 days prior to the DSD's services going live in the Portal. The SLA's will be flexible to accommodate changing services and support requirements.	OG	
b. Establish a Universal Cashiering System that will collect development related fees in order to expedite transaction times and allow for uniform financial reporting from all the development services agencies.	Contract negotiations with selected vendor (CORE) are nearly completed. Writing of the program was to commence <u>mid January 2018</u> , the contract will be in place and the project launch meeting held between CORE and City project staff to discuss project approach, roles, and responsibilities.	Contractor is using a customized off the shelf solution which they will host. LADBS will develop a financial data interchange to transmit transactional data for the CORE system to the appropriate development service department and financial agencies/institutions.	OG	

**GOAL 1Fb - ENHANCE CUSTOMER SERVICE AND STREAMLINE
DEVELOPMENT REVIEW IN BUILDING & SAFETY**

Lead Department: Department of Building and Safety

c. Create an application to enable mobile payment for permits, special events, etc.	In June 2017, we decoupled our LADBS payment page from our online applications and created a stand alone payment page with responsive web design. This delivered a better user experience for customers and enables us to expand the usage of the payment page for future use.	Online payment service may change in the future due to the changes being made to establish a Universal Cashiering system (item 3b). Assessment regarding changes will be made after the Universal Cashiering project has been launched.	OG	
4. Reduce plan review time for affordable housing: a. Prioritize and expedite the review and plan check process and guarantee a 14 day turn-around time for DBS Plan Check for affordable housing. b. Maintain an active role in the Affordable Housing Development Task Force.	(a) DBS protocol have been created to prioritize the plan check process. (b) DBS is actively involved and participating in the Affordable Housing Development Task Force.	The Department will continue to: (a) Prioritize the plan check process and proactively monitor pending projects. (b) Actively participate in the Affordable Housing Development Task Force.	OG	X
5. Expand the Assistance Inspector Program. Recruit six to seven Assistant Inspectors to expand staffing and recruit more female and underrepresented groups as inspectors who can get on-the-job training from DBS.	DBS is diligently recruiting and actively participating in college career events.	The Department will continue to ensure that it has a diverse workforce, especially in underrepresented classifications (e.g., inspection and engineers)	OG	X

**GOAL 1fb - ENHANCE CUSTOMER SERVICE AND STREAMLINE
DEVELOPMENT REVIEW IN BUILDING & SAFETY**

Lead Department: Department of Building and Safety

Additional Recommendations:	Status	Next Steps	One-time (OT)/On- going (OG)	Complete (X)
1. Instruct the Los Angeles Department of Building and Safety, DCP, and other development services departments to: a. lock in permit fees when an application is accepted and deemed complete; and b. develop a partnership plan with the Business Advancement Team. (Same as in 1Fc)	(a) Plan check fees are collected at the time of submittal. Permit fees are based on the valuation of the scope of work which can be altered after submittal and before permit is issued. The fees may be even lowered as first determined. Locking in the fees will be more of a disservice to the applicant. (b) Restaurant Hospitality Program in DBS has now include small businesses and was renamed Restaurant & Small Business Express Program. The program helps owners to open on time and within budget. RSBEP streamlines the approval and inspection processes; provides assistance to business owners and their design and construction teams; and facilitates coordination of the processes for permitting and regulating businesses.	(a) No additional actions are required regarding lock in fees (Please see Status). (b) Continue to meet and develop a partnership plan with the Business Advance Team. Develop an easy to follow guidelines regarding City approval processes for all businesses.	N/A	

In the space below, please add any additional information to describe or further explain the status of this Strategy. If additional space is needed, please attach a supplemental narrative.

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**GOAL 1Fc - ENHANCE CUSTOMER SERVICE AND STREAMLINE
DEVELOPMENT REVIEW IN CITY PLANNING**

Lead Department: Department of City Planning (DCP)

Short-term Objective(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. Continue implementation of "one project one planner" approach. The DCP will train staff as needed in order to process the full menu of entitlement types.	Reorganization of the department into cross-functional Geographic Teams (West/South, Valley and Central) is complete, and the majority of entitlement cases are now processed through these teams. Continued implementation of this approach is ongoing. In February 2018, DCP launched a comprehensive staff training program that includes technical cross-training on key processes and entitlement types.	Rollout of specific training topics and sessions will continue throughout 2018.	OG	
2. Implementation of DCP/DBS development reform Partnership Plan	In 2017, DCP and DBS have continued to make progress on the 17-milestone partnership plan. Monthly meetings between the departments have resulted in completion of several of the milestones. Enhanced coordination has led to expanded services to small restaurants through DBS' Restaurant Hospitality Express Program (RHEP) and DCP's Condition Compliance Unit (CCU), the opening of DCP's West Los Angeles Public Counter (June 2017), and providing joint Major Development Services meetings for applicants with large or multiple projects.	DCP will maintain monthly partnership meetings with DBS, continue to implement the current plan, and establish new goals as needed.	OG	
a. Adopt a Customer Service Code of Conduct in Fall 2016.	The Code of Conduct has been formally adopted and posted prominently in Development Service Centers and other customer serving locations.	The Code of Conduct will be referenced throughout staff orientation and training opportunities.	OT	X
b. Work with additional City Planners from DCP for each geographic team area to enable entitlements to be reviewed in a more efficient manner, and shorten the development process.	Using the Geographic Project Planning referral form, an applicant is directed to the appropriate community planner to obtain feedback on the request. This feedback makes an applicant aware of potential pitfalls they may encounter or possible adjustments to the project that can eliminate or minimize any negative community reaction the request may generate. Having these early discussions can also eliminate delays due to confusion over the actual project or requests.	City planners will continue to work with applicants to provide early feedback, reducing redundancies and delays. DCP will integrate this function into the new PARP unit (see Long-Term Objective 3 below), allowing geographic project planners to focus on processing cases. This will save processing time and help alleviate waits for discretionary actions.	OG	
c. Enhance DCP and DBS interdepartmental communications by establishing protocols for sharing information about proposed ordinances, including the intent and enforceability of zoning requirements.	DCP has worked to improve coordination with DBS during the approval process to ensure both departments are interpreting the zoning code in a consistent manner. This coordination is beneficial as DCP moves into the implementation of the Monitoring, Inspection and Verification Program (MViP) for granted CUB, as well as for review of new ordinances. When ordinances developed by DCP are adopted by Council, DSC staff meet with DBS plan checkers to share the intent and meaning of the ordinances. This has been helpful in implementing the latest affordable housing ordinances, which are initially reviewed by the Housing Unit at DCP's deep counter.	DCP will continue to convene ongoing meetings with DBS as needed when relevant ordinances are adopted.	OG	

**GOAL 1Fc - ENHANCE CUSTOMER SERVICE AND STREAMLINE
DEVELOPMENT REVIEW IN CITY PLANNING**

Lead Department: Department of City Planning (DCP)

Long-term Objectives(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. Continue development of new zoning code under re:codeLA.	See 1a., 1b., and 1c. below	See 1a., 1b., and 1c. below	OT	
a. Submit new R1 residential zones to the City Planning Commission by December 2016.	On Friday, March 17, 2017 the following Neighborhood Conservation Initiatives went into effect: -Baseline Mansionization/Baseline Hillside Ordinance Code Amendment (CF 14-0656) that modifies Single-Family Zones (RA, RE, RS, R1) and Single-Family Zone Hillside Area Regulations -R1 Variation Zones and Rear Detached Garage Supplemental Use District (SUD) Code Amendment (CF 16-1460) that adds more tailored subsets of the R1 Zone and a Rear Detached Garage SUD to the Code, and -Neighborhood Conservation Zone Changes (CF 16-1470) that applies the R1 Variation Zones and/or Rear Detached Garage SUD to a number of single-family neighborhoods.	R1 Variation Zones will be applied to neighborhoods citywide as Community Plans are updated.	OT	X
b. Release draft zoning code procedures section.	The draft Processes & Procedures chapter was released in September 2017 and four public hearings were held in that month (case number CPC-2016-3182-CA).	Review by the City Planning Commission is expected in August 2018.	OT	X
c. Release of draft Downtown Code in Spring 2017.	A public Open Studio & Design Charrette was held in October 2016 and an update presentation was provided to the City Planning Commission on October 13, 2016. On February 16, 2017, an EIR Scoping Meeting was held for the project including both adoption of the Downtown Zoning Code and updates to the Downtown Community Plans (Central City & Central City North), and environmental analysis is now underway.	The draft Downtown Zoning Code is expected to be released in fall 2018.	OT	
2. Complete development reform co-location by June 2017.	See 2a. below	See 2a. below	OT	X
a. Provide a City Planning counter with five City Planning staff at the West Los Angeles Development Services Center District Office.	The West LA City Planning Counter was opened during the 4th quarter of 2017. The Planning Department has assigned 1 City Planner, 1 City Planning Associate, 2 Planning Assistants and one Clerk Typist. All services provided at the Metro counter are also now provided at the West LA counter.	N/A	OT	X
3. Implement a Parallel Development Process (PDP) for entitlements and expanded Pre-Application Review Programs (PARP) in partnership with DBS.	See 3a., 3b., and 3c. below	See 3a., 3b., and 3c. below	OT	
a. Submit a mid-year budget request for special-funded positions.	The Pre-Application Review Program (PARP) positions were awarded through a mid-year budget request in FY16-17.	The Case Management Unit has been staffed with a Senior City Planner, two City Planners and a City Planning Associate who are implementing a new range of pre-application review services authorized by the Department's updated fee ordinance, which took effect March 24. Additional PARP positions will be filled over time.	OT	X
b. Establish a protocol with DBS to eliminate overlapping review processes, and integrate entitlement and building permit review between the departments (ongoing).	The processes being piloted under the Parallel Design Permitting Process (PDP) and Pre-Application Review Program (PARP) will lead to early review of projects by the DCP, and ongoing involvement of DCP staff throughout the DBS plan check process. This will create a review process that is concurrent between DCP and DBS, rather than the previous linear review approach.	DCP will fill the remaining budgeted positions for the PARP unit and adopt a revised fee ordinance, including a range of fees for pre-application review activities, expected in early 2018.	OT	

**GOAL 1Fc - ENHANCE CUSTOMER SERVICE AND STREAMLINE
DEVELOPMENT REVIEW IN CITY PLANNING**

Lead Department: Department of City Planning (DCP)

c. Work with DBS to launch pilot programs by March 2017.	PDP has begun as a pilot program at the Deep Counter with one City Planner assigned to implement. Their assignment is to provide zoning review for major projects early in the review stages, rather than when a project is mid-way through the plan check process. PARP is currently being piloted with CUB applications. The pilot program allows staff to review CUB applications prior to the actual filing and identify issues early in the process.	Expansion of this service to other entitlement applications will be provided as the work programs are developed through FY17-18 and FY18-19.	OT	X
Additional Recommendations:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. Instruct the DCP to expand expediting services and metrics to better assess performance.	In summer 2017, DCP established a Performance Management Unit (PMU) which is tasked with developing and analyzing workload and performance metrics, and using them to guide strategic improvements. In FY17-18 Q2, the Expedited Processing section expanded to include processing of Conditional Use Beverage (CUB) applications for alcohol-serving uses.	The PMU is working on an ongoing basis to develop new metrics, expand analysis, and offer greater transparency in reporting.	OG	
2. Instruct the DBS, DCP, and other development services departments to: a. lock in permit fees when an application is accepted and deemed complete; and b. develop a partnership plan with the Business Advancement Team. (Same as in 1Fb)	PARP, when fully implemented, will provide applicants with a clear picture of the steps necessary to apply for and complete their entitlements, including applicable fees.	Discussion among EWDD and the development services departments is needed to initiate a partnership with the Business Advancement Team.	OG	
3. Instruct DCP and the Bureau of Engineering to provide free application and process training to the development industry.	In summer 2017, DCP established a Performance Management Unit (PMU) which is tasked with developing and analyzing workload and performance metrics, using them to guide strategic improvements, and delivering training based on their analysis.	The PMU will work in coordination with DCP's External Affairs Unit, which has been conducting "Planning 101" seminars for residents citywide, to explore similar training opportunities for the development industry.	OG	
4. Instruct DCP and the Bureau of Engineering to post workload and performance metrics online.	PMU was tasked with developing and analyzing workload and performance metrics, using them to guide strategic improvements, and delivering training based on their analysis.	The PMU is working on an ongoing basis to develop new metrics, expand analysis, and offer greater transparency in reporting, including posting online metrics in FY18-19. Online metrics may include public counter wait times, case processing timelines, and housing production measures.	OG	
5. Instruct DCP to report to Council within 30 days on Motion (O'Farrell-Huizar, C.F. 16-0738) regarding conditional use permits renewal.	A response to C.F. 16-0738 ("Open for Business") was submitted and heard at the Planning and Land Use Management Committee (PLUM) on 12/5/17.	PLUM requested a report back at a date to be determined. The department's response is currently under development. In addition, in response to a related motion introduced by Councilmember Krekorian, the Department is exploring a process for administrative approval of alcohol sales at restaurants. The item is being presented to the Ad Hoc Jobs Committee on 4/18/18.	OG	

**GOAL 1f - ENHANCE CUSTOMER SERVICE AND STREAMLINE
DEVELOPMENT REVIEW IN CITY PLANNING**
Lead Department: Department of City Planning (DCP)

6. Instruct DCP to allow restaurants up to 24 months to effectuate their CUB grant and start the time limit when the grant is effectuated.	The three main components of effectuation of a CUB grant are: 1) to record a covenant agreeing to the conditions of approval; 2) submit a final floor plan; and 3) paying all clearance fees. As of early 2017, the time limit to complete the three steps for effectuation is 3 years from the time of approval. The term limit on CUB grants has been eliminated, so CUB grants now run in perpetuity and applicants do not have to return for renewal of these grants soon after starting their businesses.	As previously approved CUBs (prior to 2017) apply for renewals, they will become non-expiring CUBs after review and approval.	OT	X
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In the space below, please add any additional information to describe or further explain the status of this Strategy. If additional space is needed, please attach a supplemental narrative.

Notes:

GOAL 1G - HIRING 5,000 NEW EMPLOYEES, TRAINING, AND APPRENTICESHIPS

Lead Department: Personnel

Short-term Objective(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. Finalize Program procedures: a.) Draft staff reports outlining the logistics of the Program were submitted for review on August 2, 2016 by the Working Group. These processes include the classifications to be utilized in the Program, the timeline within each classification, and the mechanics of the referral process to departments. Final drafts will be submitted for future review and approval.	Procedural framework as created by the Targeted Local Hire Working Group for the Targeted Local Hire Program is laid out in the Program Document. This document was completed and approved by the Working Group in Dec. 2016, with final approval from Council Jan. 2017. A copy of the Program Document, along with other related governance documents, is available online at http://lalocalhire.lacity.org/documents	N/A	OT	X
2. Receive and review vacancy information from City departments: a.) All City departments were requested to submit a succession plan, along with how many vacant positions they can fill with this Program. Responses due September 30, 2016.	Most departments submitted TLH vacancies available at that time in Sep. 2016; information is posted online. It should be noted however that vacancy information is dynamic and can change quickly depending on the department's budgetary situation.	As part of 2018-19 budget instructions, City departments have been asked to report this number periodically to Personnel and Animal Welfare Committee on an on-going basis.	OG	X
Long-term Objectives(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. Develop Program informational materials by December 31, 2016. a.) Materials include job bulletins, flyers, briefing documents for departments and WorkSource Centers, and website content.	All print materials, online materials, and briefing presentations have been completed. City job bulletins are sent regularly to WSCs.	N/A	OT	X
2. Finalize Program website by December 31, 2016. a.) An interim website has been set up at http://bit.do/lalocalhire . Program staff are working with ITA to create an official, enhanced site that will be a subdomain of the City's main site. b.) Finalize the mechanics of the application intake and referral process utilizing the site. This can be done once the Working Group approves the overall process and referral procedure.	a) Completed; ITA designed & completed set up of official site, located at: http://lalocalhire.lacity.org . Personnel Department handles update of content. b) Completed; since late January 2017, the Program has been accepting applications and referring candidates in accordance with the Program Document. Application intake however is not handled through the site, rather through Personnel's process of application intake using governmentjobs.com (NeoGov).	N/A	OT	X
3. Develop curriculum and/or a directory for pre-employment skills workshops and ongoing promotional development training opportunities by June 30, 2017. a.) Schedule meetings with representatives from LAUSD, LACCD, main WorkSource Centers, and EWDD to discuss standardization of employment readiness assessments and leverage existing services and training between all entities.	* Program has held many meetings with LAUSD, EWDD, and WorkSource Center representatives to discuss standardization of assessment. Program agreed upon a referral form where the agency would do its own assessment of candidate readiness, as candidates have individual needs that may need to be addressed. * LAUSD has piloted a Soft Skills Course that will assist in providing basic pre-employment skills. The Program is waiting to hear back on the results of the pilot. * Staff recently observed soft skills course/curriculum provided by LIFT - Los Angeles, one of the Program's Referral Agencies, in order to continue discussion and exploration of different job readiness or pre-employment skills building techniques.	Continue discussions and observations with the Program's WorkSource Centers & Referral Agencies to identify best practice methods for job readiness preparation and pre-employment skills building.	OG	

GOAL 1G - HIRING 5,000 NEW EMPLOYEES, TRAINING, AND APPRENTICESHIPS

Lead Department: Personnel

4. Establish a supportive structure to ensure long-term retention and success of employees hired through the Program by June 30, 2017. a.) Continue outreach work with CBOs, WorkSource Centers, and other programs that provide supportive services to various populations. b.) Develop resources and training for City employees who will directly supervise or work with individuals from this program.	a) The Program is currently partnered with numerous agencies. All 16 City of Los Angeles WorkSource Centers are Referral Agencies with the Program, with 9 locations also acting as Application Sites. In addition, the Program is partnered with 25 other community based organizations or non-profits that act as Referral Agencies under the Program. All Referral Agencies educate and outreach on behalf of the Program, and screen candidates for job readiness. b) The Program has a New Employee Orientation for new TLH hires, and Supervisor Briefings for supervisors and managers who are overseeing TLH candidates. These sessions are being held on a monthly basis to provide support and networking for the TLH candidates & their supervisors.	The Program will continue its work with the WorkSource Centers and Referral Agencies to provide support for candidates. The Program schedules periodic de-brief meetings with Application Sites & Referral Agencies to also keep an open dialogue to create opportunity to improvements. The orientation & briefings will be on-going.	OG	
5. Develop metrics for the Program by June 30, 2017 that will track the Program's success.	TLH staff are responsible for administration of the Program - intake and processing of applicants and candidate referrals to requesting hiring departments. The Program provides candidate lists upon department request. The metric for processing: Establishment of candidate referral list, in accordance with the Program Document, within 7 calendar days or less of a City department request, at least 95% of the time. TLH staff additionally compiles monthly numbers for reporting purposes as requested by Council and Council committees.	Continue to ensure timely candidate referral lists to City departments. Continue to compile monthly numbers and analyze long term trends to identify areas of improvement.	OG	
Additional Recommendations:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1. Instruct the Information Technology Agency (ITA) to work with the Targeted Local Hiring Working Group to translate the Local Hire LA website to multiple languages.	ITA will be adding a Google Translate widget to the LA Local Hire Website. The Google Translate widget will be able to provide translations in multiple languages.	N/A	OT	X
2. Instruct ITA to prominently display the Local Hire LA website on the City's homepage.	ITA will be placing a link to the LA Local Hire website on the City jobs page (located at https://www.lacity.org/find-jobs) and emphasize it as part of a banner there.	N/A	OT	X
3. Instruct the Targeted Local Hiring Working Group to report to Council quarterly with the status of the local hire initiative.	The Program has provided on-going updates to Personnel and Animal Welfare Committee (PAW) and Council through written and verbal reportbacks related to Council Files 16-0109, 17-0752, 17-0600-S45	The Program will provide a year end summary for 2017, and plans to report to PAW & Council in early 2018.	OG	

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GOAL 1H - DEVELOP A CITYWIDE ECONOMIC DEVELOPMENT STRATEGY

Lead Department: Economic and Workforce Development Department

Short-term Objective(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1.) Complete outreach and research to inform the Scope of Work for the RFP (September 2016)	The EWDD contracted with the Marquez Community Strategy to complete outreach and research to develop the scope of work for the CEDS RFP. The scope of work for the RFP was drafted and refined. The final scope included 4 tasks: 1) background research, 2) Needs Assessment and SWOT Analysis, 3) Draft Citywide Economic Development Strategy and 5-year implementation plan and 4) final Citywide Economic Development Strategy and 5-year implementation plan.	Complete.	OT	X
a.) Research economic development plans in other cities (August 2016). i.) At minimum, research: New York, San Francisco, San Diego, Seattle, Phoenix, El Segundo, Burbank, Boston, Philadelphia, Dallas and Houston. ii.) Seek advice from foundations and other subject matter experts on other cities with Economic Development Strategies the City can learn from.	Research of economic development plans in other cities was conducted. Based on the review, the following cities were included in the RFP: New York, NY, Austin, TX, San Jose, CA, Boston, MA, Chicago, IL, Cincinnati, OH. A requirement for a review and analysis of best practices was included as part of the RFP, including a review of previous LA economic development plans and strategies, existing economic development incentives/tools, City Council and Mayor initiatives, roles/responsibilities for economic development in city departments, and existing best practices in other cities. Proposers were encouraged to identify other cities that leverage local investment, etc.	Complete.	OT	X
b.) Hold focus group meeting with key stakeholder groups, including, but not limited to (September 2016): business advocacy groups, business services groups, finance organizations, subject matter experts and community groups.	A series of 7 focus group meetings were held with subject matter experts, organizations serving businesses, community groups, finance organizations, business advocacy groups, organizations working for immigrant integration, and representatives from the LGBT Community. Feedback/input received from the focus groups was incorporated into the scope of work for the RFP.	Complete.	OT	X
Long-term Objectives(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1.) Release an RFP for a consultant to develop a Citywide Economic Development Strategy (October 2016).	EWDD released the RFP on 2/22/17; the submission deadline was 3/31/17. Completed-HR&A Advisors was selected as most qualified proposer.	Complete.	OT	X
2.) Return to Council with recommended consultant (January 2016).	EWDD reported back to Council with recommended consultant on 11/14/17. Completed-Mayor and Council approved selection of HR&A Advisors and authorized EWDD to enter into a contract to develop the CEDS and related implementation plan.	Complete.	OT	x
3.) Execute the consultant contract (February 2017).	EWDD executed a contract with HR&A Advisors on 6/20/17.	HR&A has begun development of CEDS and implementation plan. Final draft version anticipated by May 2018 and final version by June 2018.	OG	x
4.) Complete the Citywide Economic Development Strategy (June 2017).	CEDS Strategy and related five-year implementation plan in process of development.	HR&A has begun development of CEDS and implementation plan. Final draft version anticipated by May 2018 and final version by June 2018.	OG	

GOAL 1H - DEVELOP A CITYWIDE ECONOMIC DEVELOPMENT STRATEGY

Lead Department: Economic and Workforce Development Department

Additional Recommendation:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
5.) Request the consultant engaged to develop the Citywide Economic Development Strategy, Goal 1H of the Jobs Plan, as part of their analysis of taxing policies and tax-increment financing methods, to provide recommendations for a tax subvention policy that includes: a) an overview of all tax subvention agreements for development that the City has entered into and an accounting on the cumulative impacts these instruments have had on the City, including how they might affect City forecasting efforts; b) Review of City sources of revenue that may be subject to tax subvention, recommendations of which sources should be used, to what degree, and protection of future potential impact; c) Review of tax subvention agreements and the City's living wage policy with recommendation for how to reconcile their purposes; d) Development of an analysis framework, for use by requesting parties, which adequately shows that the subvention will bring new economic activity into the area where it is employed, rather than redistributing existing dollars within the City; e) Development of requirements for creating new economic activity that include well-defined, legitimate purposes for the use of tax subvention agreements; f) A menu of potential benefits that the City will receive through the use of these tax-increment financing tools; g) A regularized structure for reporting and metrics; h) Requirements that the activities promised in exchange for the tax subventions agreement are realized, and codification of penalties for non-implementation; and i) Recommendations for restricting the application of tax subvention agreements only to the applicable portion of the project.	This recommendation was incorporated in two of the four tasks in the scope of work for the RFP; Task 2-Needs Assessment and SWOT Analysis and Task 3-Draft Strategy. The draft Citywide Economic Development Strategy will include recommended new initiatives and changes to existing initiatives, including, but not limited to: changes in City tax policy or changes the City should advocate for legislatively, changes in City fee structures, and prioritization of City services based on strategy objectives and incentives.	HR&A has begun development of CEDS and implementation plan. Final draft version and related implementation plan are being finalized for submission to Mayor and Council for approval in May 2018. In June, a final version will be submitted, incorporating feedback/input from Mayor and Council.	OG	

In the space below, please add any additional information to describe or further explain the status of this Strategy. If additional space is needed, please attach a supplemental narrative.

Notes:

GOAL 1I - IMPROVE THE CITY'S MARKETING OF ITS SERVICES AND INCENTIVES TO BUSINESSES INSIDE AND OUTSIDE OF LA

Lead Department: Economic and Workforce Development Department (EWDD)

Short-term Objective(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1.) Prepare a comprehensive list of marketing and advertising strategies currently carried out by other departments.	EWDD hired a "Rapid Response" representative who has identified key partners from other City Departments. EWDD has contacted various City departments, including Los Angeles World Airports (LAWA), Building and Safety, Bureau of Contract Administration, and Port of Los Angeles, researching the marketing strategies being carried out by other City Departments to identify opportunities to cross-promote City programs and incentives.	Create a report of comprehensive list of marketing and advertising strategies by department by May 2018.	OG	
1a.) EWDD to coordinate a meeting with relevant departments by September 2016.	EWDD will continue to work on the Development of the Citywide Economic Development Strategy (CEDS), which will ensure coordination between the plan and marketing and advertising strategies. (Moved from Next Steps here)	EWDD will coordinate meeting with relevant departments to share and discuss findings by May 2018.	OG	
1b.) EWDD to prepare comprehensive list of marketing strategies by October 2016.	EWDD recently hired an Assistant Chief Grants Administrator, who in coordination with EWDD Communications director, will develop and implement a comprehensive list of marketing strategies.	EWDD will complete the comprehensive list of marketing strategies by May 2018.	OG	
2.) Review current marketing efforts to assess effectiveness and areas for improvement.	EWDD will assess its existing marketing activities and increase social media presence in regard to services and incentives to businesses and identify opportunities for improvement. In addition, EWDD continues to improve its content on the City's Business Portal, to ensure information remains current and relevant.	Assessment of EWDD's marketing strategies is on-going to continually measure and address areas that need improvement.	OG	
2a.) EWDD to prepare a report and recommendations relative to the feasibility of launching a marketing campaign by November 2016.	Draft transmittal is pending.	EWDD will prepare recommendations of the feasibility of launching a marketing campaign by June 2018.	OG	
2b.) EWDD to incorporate report recommendations into the Citywide Economic Development Strategy by January 2017.	This objective is pending.	Completion of the Citywide Economic Development Strategy is underway. EWDD received its first draft of the CEDS. Marketing recommendations will be incorporated into the final draft of the CEDS.	OG	
Long-term Objective and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1.) EWDD to launch a coordinated marketing campaign to promote the City's incentives to businesses inside and outside the City by June 2017.	Draft RFP for marketing consultant is in process, transmittal for Release of RFP will follow.	EWDD will continue to work with the appropriate City Departments to develop and implement a coordinated marketing campaign. Recommendations for the coordinated campaign will be reported by June 2018.	OG	

GOAL 11 – IMPROVE THE CITY'S MARKETING OF ITS SERVICES AND INCENTIVES TO BUSINESSES INSIDE AND OUTSIDE OF LA

Lead Department: Economic and Workforce Development Department (EWDD)

Additional Recommendations:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1.) Instruct EWDD, in consultation with the Office of the Chief Legislative Analyst (CLA), Mayor's Office, Department of Convention and Tourism Development, the Los Angeles World Airports, Department of Water and Power, LATCB, City Film Office and Film LA, Department of Transportation, and any other departments as appropriate, to report on the feasibility of launching a coordinated marketing campaign to promote the City and the City's incentives to businesses in and outside the City; developing targeted marketing programs for key industries; and developing marketing materials in other key languages.	This objective is on-going.	EWDD will continue to work with the appropriate City Departments to develop and implement a coordinated marketing campaign. Recommendation will be reported by November 2018.	OG	
2.) Instruct the Office of Finance to add a subscription capability to the Business Tax Registration Certificate website and form to allow businesses to subscribe for updates from the City.	This objective is pending.	EWDD will work with the Office of Finance to include a subscription. This should be completed by April 2018.	OG	
3.) Instruct the Office of Finance to share the subscription list with the Business Advancement Team and the Los Angeles Small Business Commission.	This objective is pending.	Upon implementation of the subscription list, EWDD will work with the Office of Finance to obtain the subscriber list for use by the Business Advancement Team and Small Business Commission.	OG	

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Notes:

GOAL 2A - Business Improvement Districts

Lead Department: Office of the City Clerk

Short-term Objective(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1.) Public Information Campaign a) The RFP is expected to be released by the City Clerk through Business Assistance Virtual Network (BAVN) by August 30, 2016	RFP has not been issued; funding source to be identified.		OT	
2.) Leadership Program. a) Capacity Building and Leadership Training RFP is expected to be released by the City Clerk through BAVN by November 2016	RFP has not been issued; funding source to be identified.		OT	
3). Grants. a.)The City Clerk tracks grant opportunities weekly using eCivis, a cloud-based grants management software for state and local governments	Research/tracking through eCivis continues for economic development grants to assist N&BID Division with business improvement districts.	Ongoing review	OG	
4. Assistance of Volunteer-Based Business Improvement Districts (BIDS) a.) Pre-RFP requirements are underway (Charter Section 1022 notification) b.) RFP expected to be released through BAVN by January 2017	RFP has not been issued; funding source to be identified.	City Attorney to review	OT	
5.) Electronic Platform. a.) The platform is expected to be tested by the end of August 2016. b.) A completed platform will be available to BIDS by the end of September 2016	Electronic Platform developed and implemented for 2017 Annual Planning Reports	Annual Report submissions are currently being processed online.	OT	
6. Baseline Services Agreement	Baseline Services Agreement approved June 2017 with BPW	Public Works submits agreements	OG	
a.) A complete list of current services provided to BIDS anticipated by end of August 2016	List includes services provided to BIDS by Office of Community Beautification, Bureau of Sanitation, Bureau of Street Lighting, and Bureau of Street Services. Example of services are emptying litter receptacles, street lighting and street sweeping as needed, and providing graffiti removal.		OT	X
b.) Once complete service list is developed, the Board of Public Works intends to review the feasibility of establishing a baseline service agreement for these BIDS. Thus, a report on the feasibility of establishing a baseline service agreement for new and renewing BIDS is anticipated by end of September to early October 2016	List has been organized to measure the cost and quantity of the baseline services offered to BIDS in the City. Most services described will be performed twice per week.		OT	X
Long-term Objectives(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1.) Prepare contracts with vendors and service providers for the Public Information Campaign and Capacity Building and Leadership Training program and provide administrative support to volunteer-based BIDS. Ensure service providers begin program implementation by March 2017.	RFP has not been issued; funding source to be identified.		OT	
2.) Utilize the Public Information Campaign to educate the business community and general public about the role and benefits of BIDS, and the BID formation process, to increase the visibility of BIDS and to partner with BIDS to attract businesses to their respective areas.	See above		OG	

GOAL 2A - Business Improvement Districts**Lead Department:** Office of the City Clerk

3.) Utilize the Capacity Building and Leadership Training Program to establish BID board and staff cohesion and efficiency; develop innovative strategies to build and strengthen commerce; identify and utilize City and non-City resources through the creation of partnerships; standardize BID best practices; and share information among BIDs.	RFP has not been issued; funding source to be identified.		OG	
4.) Ensure that the Capacity Building and Leadership Training Program can be delivered both in person and online.	RFP has not been issued; funding source to be identified.		OT	
5.) Increase the rate of legislative compliance and the amount of activities and services that are provided to smaller volunteer-based BIDs by offering administrative assistance.		City Attorney to review	OT	
6.) Ensure BID staff is able to use the electronic platform and transition all applications, compliance documents and Annual Planning Report submissions to the online platform.	Implemented November 2016 for 2017 APR Submissions	Annual Report submissions are currently being processed online.	OG	
7.) Demonstrate a consistent, quantifiable and continued baseline level of service from the City to BIDs and strengthen public-private partnerships.	In communication with BPW	ongoing communication	OG	
Additional Recommendations:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1.) Instruct Office of Community Beautification and Bureaus of Contract Administration, Engineering, Sanitation, Street Lighting, and Street Services to provide the City Clerk's Neighborhood and BID District Division with monthly information on services performed within BIDs.		Continue request for information.	OT	
2.) Request the Mayor's Office and EWDD to continue to work with the City Clerk in the coordination of economic development efforts to increase awareness of the BID as an economic development tool.	EWDD provided informational assistance at the November LA BID Consortium.	Continue to foster cooperative relationship	OT	
3.) Instruct the CAO to report in the next Financial Status Report on the feasibility of providing the City Clerk's Office with \$50K for trash bags for BIDs	Funds transferred from BID Trust Fund to City Clerk Fund for transfer to Public Works May 2017.			X
4.) Instruct the Office of Community Beautification and the Bureaus of Contract Administration, Engineering, Sanitation, Street Lighting, and Street Services to provide the City Clerk's Office on a quarterly basis with information on services performed in BIDs		Continue request for information.	OG	

In the space below, please add any additional information to describe or further explain the status of this Strategy. If additional space is needed, please attach a supplemental narrative.

Notes:

**GOAL 2B - COMMUNITY REVITALIZATION AND INVESTMENT
AUTHORITY**

Lead Department: Economic and Workforce Development

Short-term Objective(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
<p>Subject to Council approval of the CRIA report:</p> <p>1.) EWDD to coordinate with City departments to develop a CRIA Establishment Policy:</p> <p>a.) EWDD to meet with departments to consider financial, technical, and legal matters and propose a CRIA Establishment Policy to Council. Financial, technical, and legal matters include, but are not limited to:</p> <p>i.) City role in CRIA governance and oversight.</p> <p>ii.) Cost to implement a City CRIA program.</p> <p>iii.) Issues to consider when negotiating County CRIA participation:</p> <p>1.) Percentage of tax increment allocated by County and City; and</p> <p>2.) Terms of Joint Powers Agreements governing CRIAs,</p> <p>iv.) Thresholds for CRIA formation, including, but not limited to:</p> <p>1.) Definition of "deteriorated" for the purpose of defining CRIAs,</p> <p>2.) Tax increment projections needed for sufficient tax increment to support an effective CRIA; and</p> <p>3.) Other City-defined criteria beyond minimum criteria defined in State legislation.</p>	CRIA Establishment Policy finalized and sent report to Mayor and Council (1/29/18) for review and consideration (CF# 15-1195).	Report pending before Committee.	OG	X
2.) The CLA to report on Assembly Bill 2492 (Alejo) and its impacts on current CRIA law by October 2016.	Report pending release.	Report pending release.		
3.) EWDD to work with the CAO to provide analysis of qualified CRIAs and current obligations within these zones related to the dissolution of CRA/LA.	This recommendation is pending.	EWDD will work with CAO to provide analysis of qualified CRIA's and current obligations within these zones related to the dissolution of CRA/LA.	OG	
<p>4.) EWDD will hire staff approved in the Fiscal Year 2016-17 City budget by January 2017.</p> <p>a. These staff will lead the CRIA Development Team and preparation of the CRIA Establishment Policy by April 2017.</p>	CRIA Establishment Policy finalized and sent report to Mayor and Council (1/29/18) for review and consideration (CF# 15-1195).	Report pending before Committee.	OG	X
5.) EWDD to request CLA, CAO, Office of Finance, Department of Building and Safety, Department of City Planning and the City Attorney to notify the General Manager, EWDD with their appointees to the CRIA Development Team.	EWDD has requested CRIA Development Team appointees from the appropriate departments.	EWDD will work with Departments to identify appointments. Target Completion in March 2018	OG	
<p>6.) During the hiring period, existing EWDD staff will coordinate with the CRIA Development Team to:</p> <p>a.) Define CRIA establishment, financial, technical and legal matters (December 2016); and</p> <p>b.) Prepare maps of areas within the City that could qualify for a CRIA zone based on the proposed criteria within AB2 and AB2493 and organize meetings with all Council Offices, in compliance with the Ralph M. Brown Act, to determine priority areas for CRIA establishment, including list of priority projects in each area (December 2016)</p>	As requested by the Ad Hoc on Comprehensive Job Creation Plan Cmte, EWDD has begun a Census Block Group level analysis of City Council Districts and CRA/LA Redevelopment Project Areas to determine which of these areas would meet the annual median income criteria as well as the unemployment and crime criteria that a CRIA requires (CF #15-1195).	EWDD plans to meet with Council Offices that meet the required criteria to establish a CRIA to determine priority areas for CRIA establishment, including list of priority projects in each area.	OG	
Long-term Objectives(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1.) Finalize Citywide Economic Development Strategy, including economic impact analysis and potential tax increment to be generated and bonding capacity (June 2017).	CEDS and related five-year plan is in process.	HR&A has begun development of CEDS and implementation plan. Final draft version and related implementation plan is the being finalized for submission to Mayor and Council for approval in April 2018. A final version will be submitted in June 2018 and will incorporate feedback/input from Mayor and Council.	OG	
2.) Return to Council with CRIA Establishment Policy (July 2017).	CRIA Establishment Policy finalized and sent to Mayor and Council for review and adoption 1/29/2018 see CF# 15-1195. Policy report pending before Committee.	Continue to meet with impacted City Departments/CRIA Development Team to gain consensus on establishment Policy - Target completion in June 2018.	OG	
3.) Finalize CRIA zone maps for implementation according to Council priorities (July 2017).	CRIA zone maps have been prepared.	CRIA Development Team must review and approve the CRIA zone maps as provided by State legislation.	OG	

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GOAL 2C - JOBS AND ECONOMIC DEVELOPMENT INCENTIVE (JEDI) ZONES

Lead Department: Economic and Workforce Development Department

Short-term Objective(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1.) Report to Council on proposed the criteria for establishing JEDI Zones, which may include: a.) Any City-established CRIA criteria; or b.) Area with 80% of Census tracts, or blocks that meet five of the following nine criteria: i.) Annual median household income less than 80% of the Citywide annual median income ii.) Nonseasonal unemployment that is at least three percent higher than the Citywide median iii.) Crime rates 5% higher than the Statewide median crime rate iv.) Deteriorated or inadequate infrastructure v.) Deteriorated commercial or residential structures vi.) Area is more than 50% commercial, retail or industrial uses vii.) Commercial, retail or industrial vacancy is 10% greater than the City average viii.) Contains at least one City priority project, defined at the time the JEDI Zone is created ix.) Area can be demonstrated to support a leading growth industry in the City of Los Angeles x.) Or any other criteria deemed appropriate by the City Council	This recommendation is pending.	EWDD will finalize the work plan for the JEDI zones. The anticipated completion date is Spring 2018.	OG	
2.) EWDD will include an analysis of business incentives that could be made available to support JEDI Zones in the Scope of Work for a Citywide Economic Development Strategy. The scope will include analysis of incentives offered by: a.) Other California cities, including, but not limited to: San Francisco, Oakland, San Diego, Fresno, and Santa Ana. b.) Comparable cities outside of California, including, but not limited to: New York, NY, Dallas, TX, Houston, TX, Austin, TX, Chicago, IL, Philadelphia, PA, Phoenix, AZ, Seattle, WA, and Boston, MA.	This recommendation is pending.	EWDD will finalize the work plan for the JEDI zones. The anticipated completion date is Spring 2018.	OG	
3.) The Fiscal Year 2016-17 City Budget included positions and funding for the Business Assistance Unit, which included new staff to design and implement the JEDI Zone program. EWDD plans to fill these positions by January 2017.	EWDD is currently working to fill positions. Assistant Chief Grants Administrator started on 1/8/2018	EWDD will finalize the work plan for the JEDI zones. The anticipated completion date is Spring 2018.	OG	
Long-term Objectives(s) and Next Steps:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1.) Work with Council Offices to define potential JEDI Zones according to the final criteria (March 2017).	This recommendation is pending.	EWDD will finalize the work plan for the JEDI zones. The anticipated completion date is Spring 2018.	OG	
2.) Finalize Citywide Economic Development Strategy including economic impact analysis, including potential incentives to be offered in JEDI Zones (June 2017).	CEDS and related five year plan is in process.	HR&A has begun development of CEDS and implementation plan. Final draft version and related implementation plan is the being finalized for submission to Mayor and Council for approval in April 2018. A final version will be submitted in June 2018 and will incorporate feedback/input from Mayor and Council.	OG	
3.) EWDD to develop policies and procedures to track and to create tracking mechanism to provide annual reports of effectiveness of adopted JEDI zones and incentives (June 2017).	This recommendation is pending.	With the hiring of new Assistant Chief Grants Administrator, EWDD will finalize the work plan for the JEDI zones. The anticipated completion date is Spring 2018.	OG	
4.) Return to Council with recommended incentive packages for each JEDI Zone (July 2017).	This recommendation is pending.	With the hiring of new Assistant Chief Grants Administrator, EWDD will finalize the work plan for the JEDI zones. The anticipated completion date is Spring 2018.	OG	

GOAL 2C - JOBS AND ECONOMIC DEVELOPMENT INCENTIVE (JEDI) ZONES

Lead Department: Economic and Workforce Development Department

Additional Recommendation:	Status	Next Steps	One-time (OT)/On-going (OG)	Complete (X)
1.) Instruct EWDD to work with Council offices to establish JEDI Zones if a geographic area meets at least four of the criteria listed in Goal 2C of the Jobs and Business Advancement in Los Angeles Action Plan.	This recommendation is pending.	N/A	OG	

In the space below, please add any additional information to describe or further explain the status of this Strategy. If additional space is needed, please attach a supplemental narrative.

Notes:

SUPPLEMENTAL REPORT TO STATUS MATRIX REGARDING

GOAL 1Fb - ENHANCE CUSTOMER SERVICE AND STREAMLINE DEVELOPMENT REVIEW IN BUILDING & SAFETY

Introduction

Building and Safety provides robust construction and code enforcement services to the public. In fact, they facilitate more than 1 million transactions annually. Additionally, the Department is consistently a flurry of activity as a result of responding to a diverse requests regarding customer and policy maker inquiries, new laws (Federal, State, and local), and environmental concerns (green technology, emergency responsiveness, building safety, etc.). Our services contribute greatly to making the City a top destination for people to do business, work, and live. To meet the many demands for services and responsiveness, LADBS continuously works collaboratively with internal and external stakeholders to improve the effectiveness, efficiency, and delivery of services. The following summary supplements the responses LADBS provided in the Goal 1Fb matrix.

Development Services Partnership Plans

The Department has created six plans with Development Services Departments (DSDs) over the past three years. DSDs include Fire, Planning, Public Works (Bureaus of Engineering, Street Services, Street Lighting, Sanitation, and Contract Administration), Department of Water and Power, and the Housing and Community Investment Department (HCID). These plans have helped to build relationships and streamline operations across department / agency lines. They are instrumental in providing concierge services for which customers frequently praise the Department and City. In an effort to sustain the momentum of this partnership plan effort, LADBS is planning to convene a DSD summit in March 2018 to review and enhance the plans.

Nuisance Abatement

The “broken window” theory introduced by James Q Wilson and George L Kelling and later popularized by William Bratton still holds true: “Consider a building with a few broken windows. If the windows are not repaired, the tendency is for vandals to break a few more windows. Eventually, they may even break into the building, and if it’s unoccupied, perhaps become squatters or light fires inside...”¹ LADBS’ Code Enforcement Bureau focuses on quick and effective nuisance abatement strategies to eliminate blight and public nuisances. LADBS continuously assesses the City’s changing needs by meeting with various Council Districts, Neighborhood Councils, and other community groups at least once a month regarding code issues within their area and explain how they will be addressed. Code enforcement operations are largely funded by the General Fund, so funding is usually a challenge. LADBS requested in its FY 2018-19 Proposed Budget to continue the use of substitute authorities for 120-day rehires of retired inspectors to address code enforcement issues in a timely manner. Technology wise, LADBS is rebuilding its Code Enforcement Inspection System (CEIS) to better manage and track violations from initial response to case closure. The CEIS will include a robust mobile application that will allow inspectors to record investigative inspections results in real time, including providing access to photos of the activity. A pilot rollout of the system is expected to be done in June 2018.

Sustainability

In addition to the programs mentioned in the 1Fb Goal matrix, LADBS has been working closely with the Mayor’s Office, outreach contractors, and building owners to make the public aware of and boost compliance with the relatively new Existing Building Energy and Water Efficiency (EBEWE) Program that became effective January 29, 2017 (Ordinances 184674 effective 1/29/2017 and 185198 effective 11/22/2017). Implementation and compliance with the EBEWE Program comes under the purview of LADBS, but requires that energy and water usage information be provided to building owners from the utility agencies (LADWP and So Cal Gas). The

¹ https://www.goodreads.com/author/quotes/10343.James_Q_Wilson

Program requires buildings owners (City and Private) of certain sized buildings to submit an energy benchmark report documenting the average energy and water usage for the previous calendar year. There are approximately 14,000 buildings throughout the City that are affected by the EBEWE Program.

To properly manage the EBEWE Program, LADBS created a robust tracking system containing information about the effected buildings, ownership, notifications issued, benchmark data received, and compliance status. The Department has established the following resources for customers to understand how to comply with the EBEWE Program:

- 1) A dedicated phone line (213-482-0476)
- 2) A dedicated customer service email address (ladbs.ebewe@lacity.org);
- 3) Webpage with compliance informational guides, videos, FAQs, links to other EBEWE-involved agencies (LADWP, So Cal Gas) and outreach contractors (Better Business Challenge).

In addition to the development and implementation of the above resources, EBEWE staff spends much of their days responding to requests for assistance in navigating the federal government's program for submitting their benchmarking report (Energy Star Portfolio Manager) and interpreting the relevant code requirements related to their particular building.

Enhance Technology to Improve Customer Service

LADBS has been in the forefront of creating/implementing systems to provide robust development services. As indicated in the Department's FY 2017-18 Proposed Budget Transmittal letter, LADBS' focus for 2017 and the next three years will be to accomplish the following:

- 1) Improve the Customer Experience through New Technology -- This includes streamlining the plan review and permitting processes by adding the BuildLA Portal (see below), ePlan, Universal Cashiering, and other enhancements.
- 2) Align Major Systems with Current Technology and Services -- This includes replacing LADBS' 20-year old Plan Check and Inspection System and 15-year old Code Enforcement System. Both replacements will take advantage of web-based and mobile technologies.

BuildLA Portal

The Department worked closely with the Mayor's Office, Office of the Chief Administrative Officer, and other major Development Services Departments (e.g., Fire, Planning, and Public Works' Bureau of Engineering) to gather requirements, process Requests for Proposals. Through contract negotiations, it became clear that a one-size-fits-all and "big bang" (replacing multiple major systems simultaneously) approach was not in the best interest of the City (technically and cost wise) or customer service.

It was mutually agreed that a better approach would be to let DSDs create/enhance their own development services systems with the requirement that those systems must connect to the BuildLA Portal. The overarching feature of BuildLA will still be achieved by implementing the BuildLA Portal which will provide applicants with: 1) Customer Registration; 2) Universal Project ID; 3) Customer Dashboard; and 4) Navigational Wizards. This methodology allows some departments to retain the robust systems they didn't want to replace and for others to add systems they needed. Once the BuildLA Portal has been fully developed, it will allow for the public to access this range of systems via a single portal, essentially becoming a virtual Construction Services Center.

The Department is on track to launch Phase 1 of the BuildLA Portal with a focused ePlan service (a pilot with selected project criteria requiring LADBS review and approval only) in January 2018. Phase 1 will include the four previously mentioned overarching goals. LADBS is currently working with Public Works' Bureau of Engineering (BOE) and Planning (DCP) on the Portal standards. BOE has already created links from some of their online services and website informational content to the BuildLA Portal. DCP will present their strategic plan, including implementation time lines, to LADBS in mid-December 2018.