

COUNTY OF LOS ANGELES

# Department of Regional Planning

**STRATEGIC PLAN**  
**2015-2020**

June 2015



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# Department of Regional Planning

**STRATEGIC PLAN 2015–2020**



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# Acknowledgements

The entire staff of the Department of Regional Planning contributed to this Strategic Plan, with leadership of the following:

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Honorable Mark Ridley-Thomas, Second District

Honorable Sheila Kuehl, Third District

Honorable Don Kanabe, Fourth District

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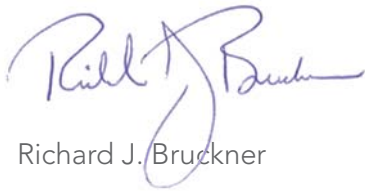
Special thanks to Rita Robinson of the Chief Executive Office, Larry Hafetz of the County Counsel, and representatives from our long-time partners: the Departments of Public Works, Public Health, Parks and Recreation, Fire, and members of the development community. DRP appreciates the guidance from Moore Iacofano Goltsman, Inc., in completing this plan.

## Cover images (top to bottom):

- *Airport Courthouse, County of Los Angeles*
- *Surfboard yoga, Marina del Rey*
- *Holiday parade, East Los Angeles*
- *Metro Gold Line Civic Center Station, East Los Angeles*
- *Housing, Santa Clarita Valley*
- *Joshua trees, Antelope Valley*
- *Background image: Munz Lake in Lake Hughes*

# Message from the Director

This is the Department of Regional Planning's 2015-2020 Strategic Plan. The Plan, similar to all good plans, was developed in collaboration with stakeholders including representatives of every section in the Department. Thanks to each of you who contributed. I hope you found your participation a worthwhile investment, because the value of the Plan is the shared learning and discussions that took place in crafting the document. Effective strategic plans set forth a general direction for an organization and identify specific actions to move toward that direction. As planners, we work in an ever changing environment. Thus, this plan will need to be revisited frequently to ensure that it is relevant. Please join me in the journey to implement the Plan. Your feedback and suggestions are welcome.

A handwritten signature in blue ink, reading "Rick J. Bruckner". The signature is fluid and cursive, with the first name "Rick" and last name "Bruckner" clearly legible.

Richard J. Bruckner





*Multi-family housing, Pacific Place Apartments, Del Aire*

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*DRP headquarters, Los Angeles County Hall of Records, downtown Los Angeles*



# Executive Summary

The County of Los Angeles Department of Regional Planning (DRP) Strategic Plan for 2015-2020 is the product of an inclusive 10-month planning process involving DRP staff and representatives of the County Board of Supervisors, the Regional Planning Commission, other county departments, and members of the development community.

The **mission** of DRP is to plan and help shape the development of safe, healthy, equitable and sustainable communities while respecting individual rights and protecting the natural environment through excellent public service provided in the unincorporated areas of Los Angeles County.

The **vision** for DRP is to take a leadership role in applying best practices in community and environmental planning to achieve high-quality development that benefits all who live and work in Los Angeles County. DRP helps our communities retain their distinctive identities and achieve economic vitality in balance with the needs of our natural environment.

## Goal Areas

The DRP Strategic Plan is organized around **seven major goal areas**:

- **Long-Range Planning** - Plan for future growth through establishment of a flexible development framework for the unincorporated areas of Los Angeles County.
- **Quality Planning, Design, and Development** - Guide development projects to achieve high standards and consistency with the General Plan and local plans.
- **Effective Land Use Regulation** - Address local community issues and maintain quality of life for our communities through proper application and enforcement of land use regulations.
- **Public Information, Outreach, and Engagement** - Increase public awareness and understanding of community development and environmental issues and ensure public participation in the planning process.

- **Collaboration and Partnership** - Take a leadership role by engaging other Los Angeles County departments, partner agencies and communities in the shaping of future land use and development policies in the County.
- **Workforce Development** - Attract, develop, and retain a high-quality, diverse, professional staff with the ability to create innovative, implementable plans and the expertise to facilitate authentic community engagement.
- **Organizational Excellence and Customer Service** - Maintain effective internal systems and processes to enhance overall organizational performance and responsiveness to customer needs and expectations.

Each of these seven goals has a set of specific **objectives** and **performance measures** to assess progress (see Chapter V). DRP staff has translated these goals and objectives into a road map for action by crafting detailed **action plans** for each objective (see Appendix).

### Overarching Department Priorities

In addition, DRP identified ten **Overarching Department Priorities** in response to the direction established by the Board of Supervisors and to address key challenges facing the Department:

- **Re-design the format of the General Plan and the process for developing the General Plan so it can be efficiently updated in the future.**

The existing General Plan is designed to encompass in a single planning document the full breadth and depth of all unincorporated areas in Los Angeles County. DRP will use geographically-oriented area plans as a new General Plan framework. Area plans will reflect the area's specific conditions and could be easily updated periodically. Combined with a set of common principles, area plans function together as the future General Plan.

- **Develop a comprehensive Sustainability Program Framework.**

The Board of Supervisors wants a coordinated approach to address the sustainability issues of Los Angeles County by establishing a Los Angeles County Sustainability Council to develop a comprehensive sustainability program framework. Regional Planning will be working with the Chief Executive Office, Internal Services, Public Works, and Community Development Commission to establish and convene the Council and to implement the program.

- **Update the Subdivision and Zoning Codes so they are simpler, easier to understand, and more responsive to community needs.**

The Subdivision and Zoning Codes over time have become increasingly complex in an effort to adapt to changing circumstances. The Codes need to be brought current with applicable federal and State laws and regulations, as well as planning and zoning best practices. Together with the General Plan, the Codes will help DRP create a healthy, high-quality built environment in the unincorporated areas of Los Angeles County.



*Gateway, East Los Angeles Civic Center*



- **Assess code violations to identify their causes and develop proactive solutions.**

DRP will undertake a proactive solution to code violations by identifying the most prevalent issues and difficult-to-enforce standards in each unincorporated community. This analysis and knowledge will help DRP improve the Zoning Code and educate the public about zoning requirements and thereby reduce the frequency of violations.

- **Develop a Learning Academy to provide staff with the knowledge and skills they need to more effectively carry out their professional roles and responsibilities.**

DRP has an expert and capable professional staff, which is its greatest asset but also one that requires continuous investment. DRP must provide adequate learning opportunities so that its staff can perform in an increasingly complex, demanding and ever-changing planning environment.

- **Foster and support career development plans as an adjunct to Los Angeles County-required performance reviews.**

To enhance its planning capacity and to retain talent, DRP needs to establish clear career paths for staff. Employees want to understand desirable qualities for career advancement within the organization and the criteria used when making promotional decisions. Using the County's existing performance review tools as a foundation, managers and supervisors will work in partnership with individual employees to provide guidance and feedback related to the types of assignments and training needed to advance along their chosen path.

- **Implement the Electronic Permitting & Inspections – County of Los Angeles (EPIC-LA) system to streamline the permitting process and enhance customer service.**

The majority of customers come to DRP for permit approvals. Their priority is the timeliness and certainty of DRP's decisions. The advent of the new EPIC-LA system is the first step to make the permitting process more customer-friendly, timely, and predictable.

- **Build capacity in the areas of urban design, historic preservation, environmental compliance, grant management, and graphic design.**

DRP needs to expand the scope of its staff expertise in response to shifts in public expectations and in the nature of development projects it will see in the future. DRP needs to acquire expertise in urban design and architecture to promote more aesthetically appealing projects. It has to develop expertise in historic preservation to successfully administer the County's recently adopted Mills Act Program and Historic Preservation Ordinance. Allocating adequate resources to ensure compliance with the California Environmental Quality Act will allow DRP to better navigate the complex environmental regulations for its projects. To broaden its funding options, DRP needs to explore grant opportunities. DRP also needs graphic design expertise to improve the visual appeal and overall effectiveness of its public outreach and education strategies.

- **Determine where Impact Analysis, Ordinance Studies, Special Projects, and Grant Management should be located within the DRP organizational structure to effectively meet the needs of the organization.**

DRP is currently organized into four functional divisions, and three of them provide land use planning services. Within each of the planning divisions, services are provided according to geographic service areas. The Impact Analysis, Ordinance Studies, and Special Projects Sections are unique and they do not quite fit into this geographic framework. Following an evaluation of their respective roles and responsibilities, DRP has repositioned these sections so they can interact more effectively with the rest of DRP. DRP will also evaluate its resources and organizational structure to establish a new grant management function.

- **Establish a land development One-Stop Center.**

Integrated service delivery is Goal 3 of the County Strategic Plan. A One-Stop Center where customers can go for all required permits for their land development projects will meet this County goal. DRP is collaborating with CEO and other County departments such as Public Works, Public Health, Parks and Recreation, Fire, Treasurer and Tax Collector, and Consumer and Business Affairs to establish a land development One-Stop Center.

The Strategic Plan provides DRP with a framework for action and the allocation of resources for accomplishing its overall mission and goals in service to the people of Los Angeles County.





*Airport Courthouse, County of Los Angeles*



# I. Introduction

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## **OVERVIEW OF THE STRATEGIC PLAN**

The Los Angeles County Department of Regional Planning (DRP) Strategic Plan provides a framework for DRP decision-making and implementation of its vision for the period 2015-2020. This plan is a coordinated approach to meet DRP priorities through strategic actions and measures of DRP performance and success.

In 1999, the County began requiring each department to develop its own strategic plan consistent with the Countywide Strategic Plan. DRP prepared and updated its Strategic Plan in 2001 and 2009. This third DRP Strategic Plan builds on the accomplishments from earlier strategic planning efforts. It presents DRP vision, mission, values, goals and objectives developed in collaboration with staff and management. This plan includes Overarching Department Priorities and a performance-based management framework that will ensure the continued success and effectiveness of DRP's work in unincorporated Los Angeles County.

### BACKGROUND OF DRP AND THE REGIONAL PLANNING COMMISSION

DRP performs all land use planning and zoning functions for the unincorporated areas of Los Angeles County. The unincorporated areas include more than 2,600 square miles and represent two-thirds of the County's land and one-tenth of its population (see map on the next page). Some of these unincorporated areas are as small as a few blocks, some are urban centers, and some cover hundreds of square miles with sparse populations in the High Desert. If they comprised a single city, the more than one million residents living in the unincorporated areas of Los Angeles County would constitute the third largest in the State, after Los Angeles and San Diego.

The origins of DRP in Los Angeles County began in 1922 with the establishment of the Regional Planning Commission (RPC), the oldest planning body in the United States. Commissioners are appointed by the Board of Supervisors. RPC advises the Board of Supervisors on all land use planning matters. RPC formulates planning policies and conducts public hearings weekly. DRP became an independent department in 1974 and continues to support the RPC and Board of Supervisors.

Today, DRP is responsible for formulating long-range land use plans and policies, reviewing development proposals, and responding to zoning enforcement requests.



*Department of Regional Planning staff (2013)*



*Los Angeles County Unincorporated Areas*  
 (Source: Los Angeles County General Plan 2035, January 2014 Public Review Draft)



### DRP FUNCTIONS

DRP currently has approximately 190 budgeted positions organized around the following core functions:

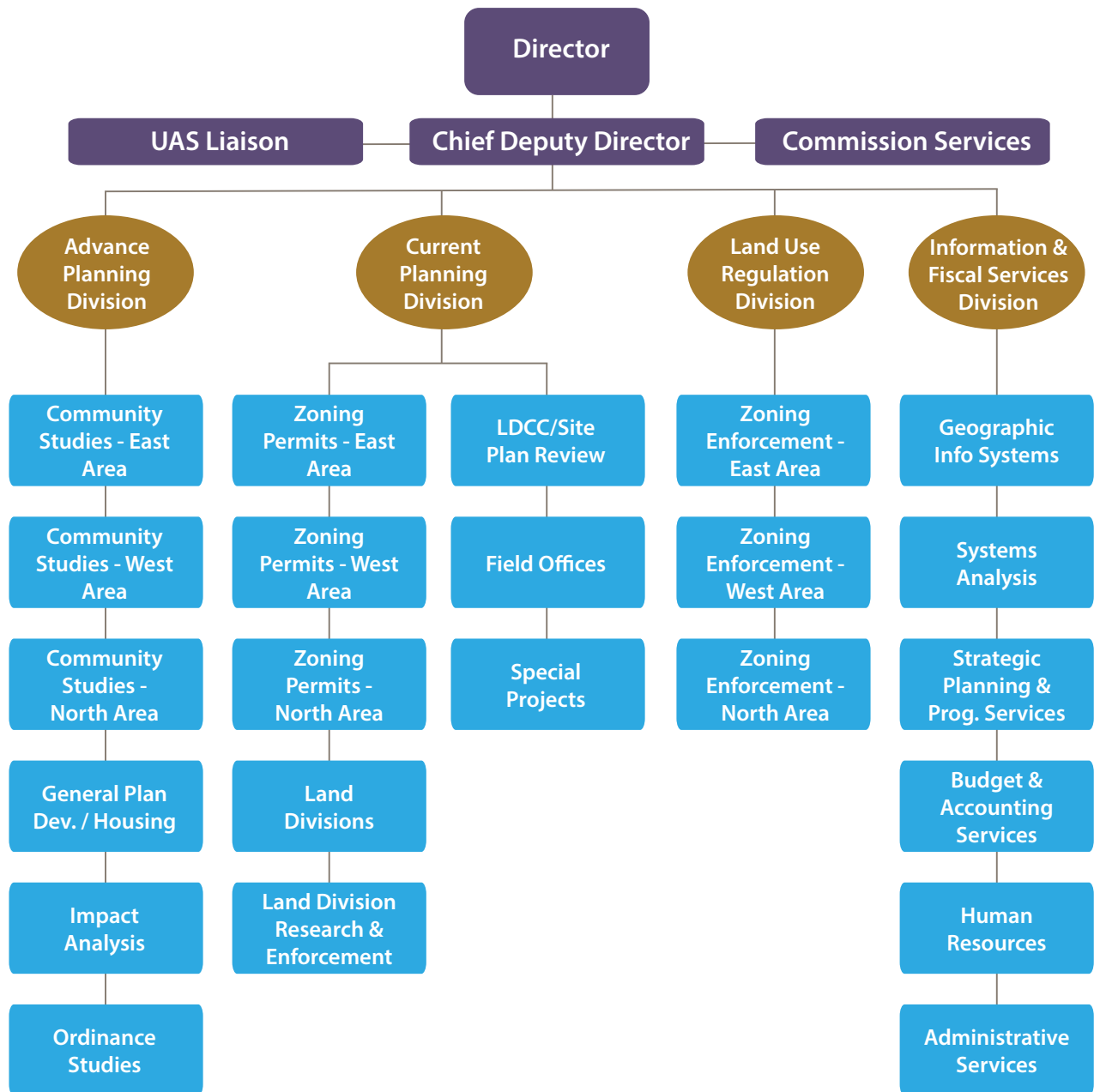
**Long-Range Planning:** The Advance Planning Division performs long-range planning through preparation of and updates to the General Plan, local plans, and ordinances.

**Counseling and Project Review:** Within the Current Planning Division, DRP maintains the Land Development Coordinating Center in its downtown headquarters and provides planning staff at eight field offices to counsel the public on optimal use and design for developing their properties. DRP receives and processes a wide range of development projects from major subdivisions to small improvement projects in the unincorporated County area and manages public hearings before the Hearing Officer, Regional Planning Commission and the Board of Supervisors.

**Zoning Enforcement:** The County maintains quality neighborhoods and protects communities from incompatible land uses through the actions taken by the Land Use Regulation Division. Zoning Enforcement staff enforces the County's Zoning Code as well as monitors adherence to conditions of approval and mitigation measures adopted for discretionary permits. DRP partners up with the Departments of Public Works, Fire, Public Health, Sheriff, and community groups to address nuisance land uses and neighborhood concerns.

**Administrative and Technical Support:** The Information and Fiscal Services Division provides administrative and technical support including geographic information systems (GIS) services not only for planning purposes, but for the public and other County agencies. DRP also provides professional support for the award-winning Los Angeles Regional Imagery Acquisition Consortium (LARIAC) Program, including outreach to other public agency participants. In 2015, DRP will begin use of the new Electronic Permitting and Inspections County of Los Angeles (EPIC-LA) system, which is expected to streamline various permitting functions.

## DRP Organization



### KEY INITIATIVES

#### General Plan 2035

In 2015, the County adopted General Plan 2035, providing the policy framework for how and where the unincorporated County will grow through the year 2035. The General Plan is centered on the concept of sustainability and guided by five principles (smart growth, adequate infrastructure and services, strong and diverse economy, sustainable resource management, and social equity), which are applied to ten elements (Land Use, Mobility, Air Quality, Conservation and Natural Resources, Parks and Recreation, Noise, Safety, Public Services and Facilities, Economic Development, and Housing).

#### Climate Action Plan

With the adoption of the General Plan 2035, the County's first Climate Action Plan (CAP) is in place to implement corrective strategies related to climate change. DRP will lead in the implementation of the CAP and will work with partner agencies to facilitate CAP implementation programs such as the development of the Urban Heat Island Mitigation Plan, Electrical Vehicle Infrastructure Development Plan, and an Urban Forestry Plan.

#### Transit Oriented District Specific Plans

Transit Oriented Districts (TODs) are areas where the General Plan 2035 encourages infill development, pedestrian-friendly design, and community-serving uses near major transit stops. The goal is to encourage walking, bicycling, and public transit. The General Plan 2035 expands the size of existing TODs in the unincorporated areas and establishes new TODs around additional transit stations along major transportation corridors.

#### Historic Preservation

Preserving historical and significant cultural landmarks has been recognized by the County as an important ingredient in building stronger communities, creating jobs, and supporting environmental sustainability. DRP will be working with the Historical Landmarks and Records Commission and RPC to implement the first Historic Preservation Ordinance and Mills Act Program for the unincorporated areas of Los Angeles County.

#### Healthy Design

The concept of healthy design has to do with improving public health through changes in the built environment. DRP is working in collaboration with County agencies and community partners to



develop guidelines that will implement the Healthy Design Ordinance and integrate healthy design principles into all discretionary projects in the unincorporated areas of Los Angeles County.

### **Significant Ecological Area (SEA) Program Update**

The SEA Program is intended to ensure that privately-held lands within the SEAs retain the right of reasonable use, while avoiding activities and development projects that are incompatible with the long-term survival of the irreplaceable biological resources that may be located within the SEAs. With the adoption of the General Plan 2035, DRP will be monitoring the health of the expanded SEAs as well as updating the existing SEA Ordinance to address community concerns generated from the General Plan process.

### **Zoning Code Technical Update**

DRP has determined the need to modernize the County Zoning Code to make it easier to update and understand, and make it user-friendly for both staff and the public. DRP will improve the content and create a digital version of the Code that can be loaded onto mobile devices.



*St Luke's of the Mountains Episcopal Church, La Crescenta*





*DRP All-Staff Meeting, Strategic Plan Presentation*

## II. Strategic Planning Process

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Throughout the development process for the Strategic Plan, DRP engaged staff, institutional partners, and other stakeholders to establish a broad perspective about DRP's current status, major challenges, and opportunities for the future. The teams and activities included the following:

The *DRP Executive Management Team*, consisting of the Director, Chief Deputy Director, Deputy Directors, Administrative Deputy, and one Assistant Administrator, provided management oversight for the strategic planning process.

The *Department Management Team* included the members of the Executive Management Team and all Section Heads. The group convened in five strategy sessions to develop the core elements of the Strategic Plan: Vision, Mission, Values, Goals, Objectives, and Performance Measures. They also gave feedback in the development of Action Plans.

The *Action Plan Development Teams* had representatives from all DRP divisions who worked together to formulate action plans that would achieve the Goals and Objectives of the Strategic Plan. These Action Plans identify the methods, processes, projects, and programs that would translate the core elements of the Strategic Plan into effective actions as well as the implementation timeframes and responsible parties for each action.



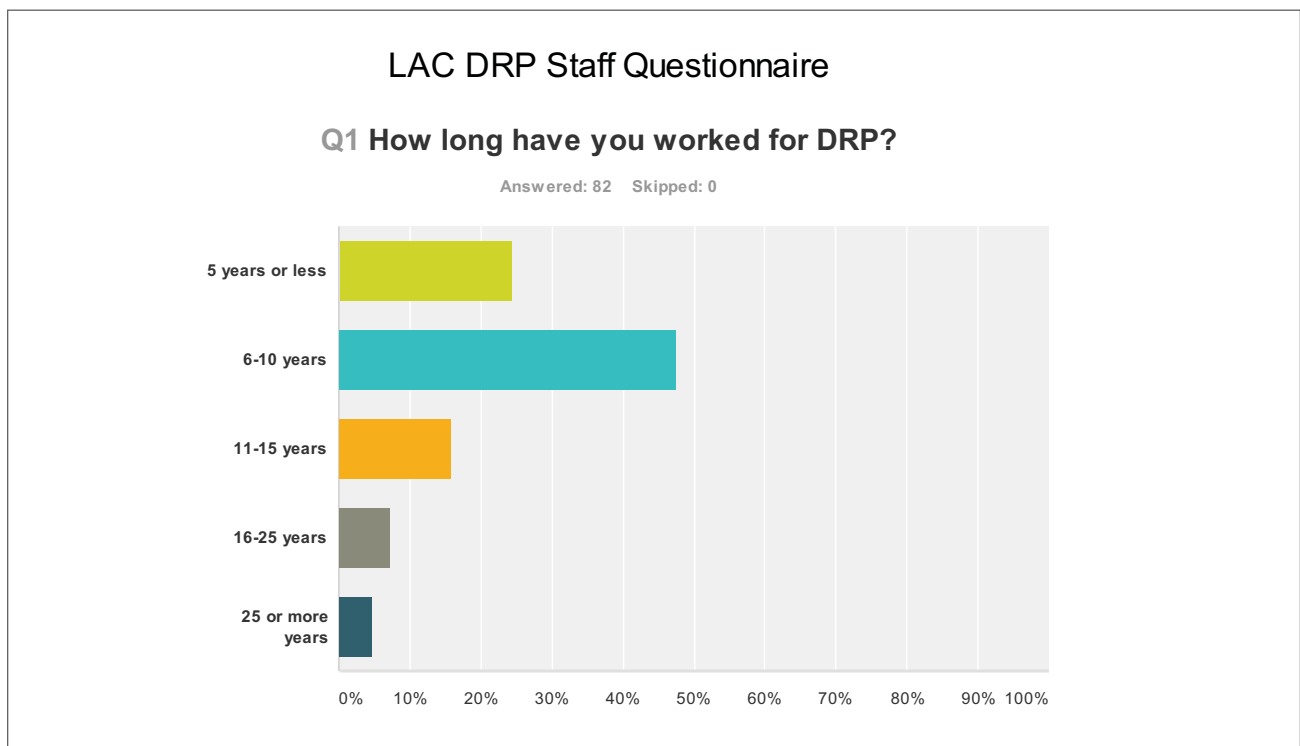


*DRP Headquarters, Los Angeles County Hall of Records, downtown Los Angeles*



*Group Exercise and Staff Survey:* At the initiation of the Strategic Plan Update process, staff participated in an interactive exercise to generate valuable input concerning DRP. In addition, staff was invited to participate in a confidential survey to share their views about DRP challenges and opportunities.

*Stakeholder Interviews* were conducted with partner agencies and individuals familiar with DRP operations to obtain insights on major challenges that needed to be addressed. Individual interviews were conducted with the Board of Supervisors Planning Deputies, Regional Planning Commissioners, Deputy CEO, and Deputy County Counsel. Two group interviews took place: one with the Development Advisory Group, which includes representatives from professional consulting firms and other members of the development community. The other was with the One-Stop Group, which includes representatives from Public Works, Public Health, Parks and Recreation, and Fire, all who work closely with DRP in the land entitlement process.



*Chart from Strategic Plan staff survey results*







# III. Emerging Issues and Challenges

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The strategic planning process identified the following DRP issues and challenges:

## **Retain Community Distinctiveness while Supporting Regional Diversity**

The geographic scale and cultural diversity of the unincorporated areas of Los Angeles County creates complex planning challenges. In response, DRP must utilize creative, adaptable planning tools to retain the distinctive qualities of each community rather than applying any single template across the region.

## **Enhance Urban Design**

In recent years, planning practice has focused more on urban revitalization, transit-oriented and infill development rather than greenfield-type projects. With the rise of form-based codes, increasing emphasis has been placed on architectural aesthetics in addition to functionality in land use planning. DRP must attract, develop, and retain staff that have expertise in design-related fields to incorporate aesthetic elements in the planning process and in documents to create more attractive, livable places.

## **Develop a Comprehensive Approach toward Sustainability**

In recent years, more and more federal and state laws mandate sustainability initiatives at the local level. The County has made great progress in this area through many individual projects and programs. The County needs to develop a comprehensive approach including an oversight group to aid communication, coordination, and collaboration among the County departments and their energy conservation and environmental programs to make Los Angeles County a more sustainable place.



#### **Advance Social Equity**

All residents of LA County need access to quality wage jobs, affordable housing and transportation and accessible parks and recreational opportunities. DRP must ensure that strong policies and implementation measures for social equity and inclusion are reflected in all planning documents.

#### **Strengthen Collaboration and Communication**

The volume, variety and complexity of County projects demand collaboration and communication to ensure consistent application of policies and administration of the County codes. Poor collaboration and communication leads to poor customer service, project delays, and wasted County resources. Although additional time and energy are required, collaboration and communication are crucial components of effective planning. DRP will create an organizational culture that encourages collaboration and communication within the department. By taking on a more visible leadership role, DRP will also strive to strengthen collaboration and communication with other County departments and regional public agencies.

#### **Streamline Permitting Process**

Los Angeles County needs a simplified, streamlined and clear permitting process to serve its customers, particularly small businesses and individual property owners. DRP is in the process of implementing a new electronic permitting system that will improve efficiency and transparency of the permitting process and enhance customer service.

#### **Revamp the General Plan Update Process**

DRP will change the General Plan format to ensure more efficient future updates. Instead of having one General Plan document, a new approach will be carried out by developing 11 area plans linked by general Countywide policies. Area plans are locally oriented and can better address the diverse, complex realities of Los Angeles County.

#### **Update the Subdivision and Zoning Codes**

The Los Angeles County Subdivision and Zoning Codes are among the oldest in the country. Over the decades and through numerous amendments they have become increasingly complex and burdensome to apply to present-day conditions. These codes need to be updated to be more responsive to planning trends and community needs.

### Expand Professional Growth and Advancement Opportunities

Expanding opportunities for professional growth and advancement will enable DRP to retain the staff expertise and experience it needs to remain a high-performance organization. After years of extreme fiscal restraint due to the economic downturn, DRP now needs to reinvest and allocate more resources for professional training and development, and clarify criteria and pathways for career advancement.

### Enhance Work Environments

DRP needs to contemplate what the workplace of the future will be like. It needs to create more open, flexible workspaces that leverage technologies and encourage collaboration and innovation to meet the expectations of a new generation of planners.

### Raise DRP Profile

DRP has an opportunity to be a regional leader in the creation of livable communities with healthy sustainable neighborhoods through the application of state of the art planning concepts that are equitable and sustainable.



*DRP public hearing, East Los Angeles Public Library*





*Mt. Baden-Powell Trail, San Gabriel Mountains*



# IV. Strategic Plan Framework

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## INTRODUCTION AND OVERVIEW

The Strategic Plan Framework consists of eight elements:

**Vision:** The preferred future DRP aspires to achieve.

**Mission:** The purpose of DRP as an organization and the role it plays in achieving the Vision.

**Values:** The core beliefs and principles by which DRP will act to implement its mission.

**Goals:** Broad statements of direction that define the long-term key results DRP must accomplish to carry out its Mission.

**Objectives:** Specific results describing an end product that must be carried out and realized to move forward in the direction defined by a Goal.

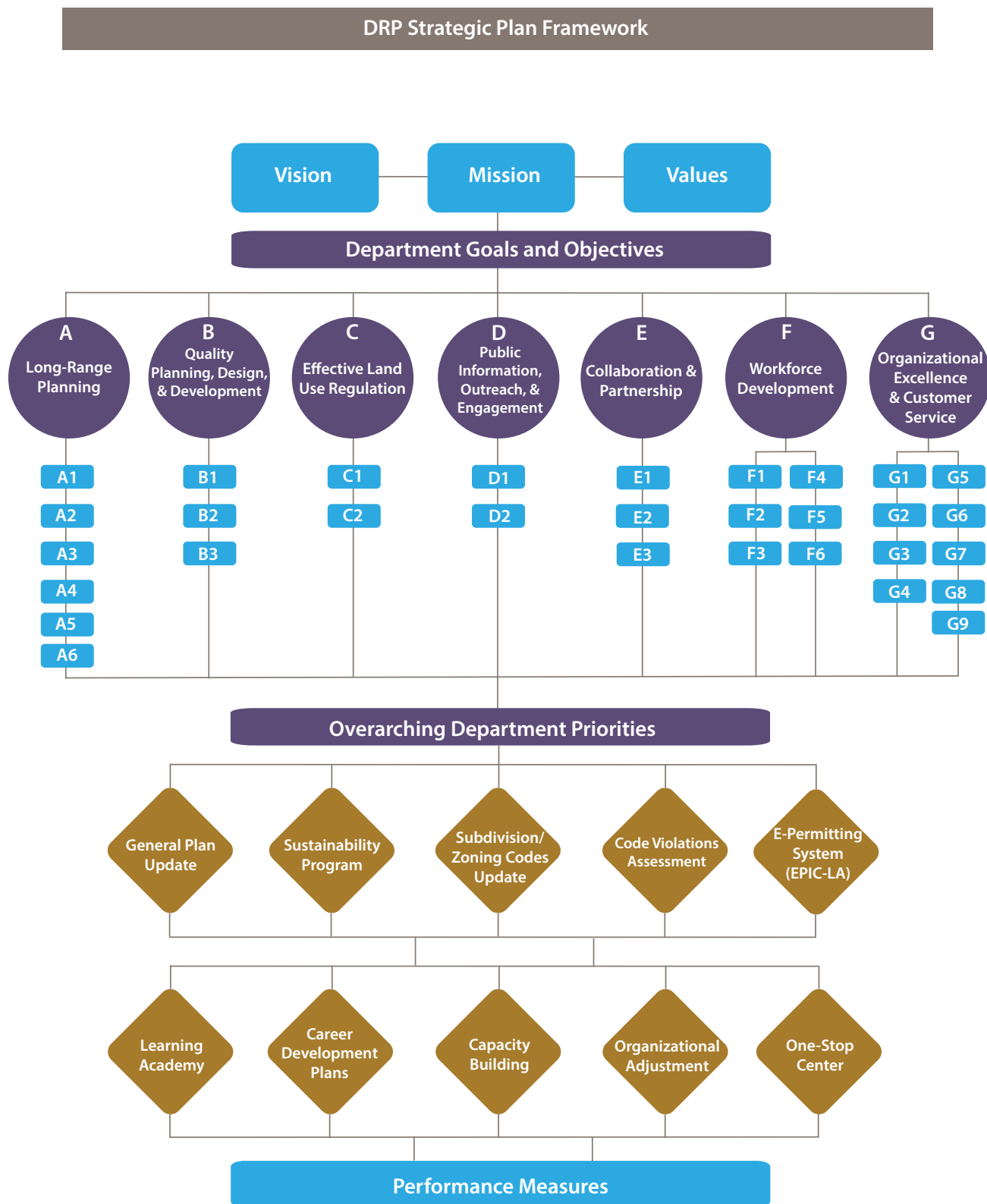
**Overarching Department Priorities:** A subset of Objectives that when successfully implemented will have a significant and positive impact on the overall organization.

**Actions:** The specific methods, resources, processes and systems that DRP will utilize to achieve each Objective.

**Performance Measures:** Quantitative and qualitative indicators used to gauge progress toward achieving the Goals of the Strategic Plan.

The following diagram provides an overview of the DRP Strategic Plan Framework.





## VISION

The Department of Regional Planning takes a leadership role in applying best practices in community and environmental planning to achieve high-quality development that benefits all who live and work in Los Angeles County. We help our communities retain their distinctive identities and achieve economic vitality in balance with the needs of our natural environment.

## MISSION

The Department of Regional Planning plans and helps shape the development of safe, healthy, equitable and sustainable communities while respecting individual rights and protecting the natural environment through excellent public service provided in the unincorporated areas of Los Angeles County.

## VALUES

We adhere to the following values in everything we do:

**Customer Service** – We deliver thoughtful, impartial results, take pride in our work, and provide excellent public service.

**Technical Competency** – We bring a deep understanding of the built and natural environment and provide state-of-the-art planning services.

**Critical Thinking and Problem Solving** – We craft innovative, holistic solutions to complex planning issues while respecting the distinctive character of each community.

**Inclusivity** – We work with our agency partners and community members to create better places and environments that are equitable, just, and sustainable.

**Collaboration** – We operate as a cohesive team to respond effectively to the needs of the public we serve.

**Integrity** – We create an atmosphere of openness and transparency to protect the public interest.





Mural, "Inner Resources," City Terrace Park, East Los Angeles



# V. Goals, Objectives, and Performance Measures

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The following section describes the seven Goal areas, their related Objectives, and Performance Measures. Objectives in bold italics are “Overarching Department Priorities.” Each Goal has corresponding performance measures consisting of outcome measures and workload indicators. The seven Goal areas are:

- Goal A Long-Range Planning
- Goal B Quality Planning, Design, and Development
- Goal C Effective Land Use Regulation
- Goal D Public Information, Outreach, and Engagement
- Goal E Collaboration and Partnership
- Goal F Workforce Development
- Goal G Organizational Excellence and Customer Service



## GOAL A. LONG-RANGE PLANNING

Plan for future growth through establishment of a flexible development framework for the unincorporated areas of Los Angeles County.

### Objectives:

- A1. Redesign the format of the General Plan and the process for developing the General Plan so it can be efficiently updated in the future.**
- A2. Determine how to integrate the General Plan with all facets of the Department's core functions, including the preparation of other plans and ordinances, zoning enforcement, and case processing.
- A3. Create an effective management structure for each DRP project in order to clarify project vision and direction, staff roles and responsibilities, and desired outcomes.
- A4. Provide effective environmental analysis and review services.
- A5. Develop strategies and tools for implementing approved plans.
- A6. Develop a comprehensive Sustainability Program Framework.**



*Solar farm, Antelope Valley*

### Performance Measures:

#### *Outcome Measures:*

**A<sub>O1</sub>** Number of acres of environmentally sensitive land protected.

**A<sub>O2</sub>** Number of acres developed for business and economic purposes in areas where appropriate.

**A<sub>O3</sub>** An approved and up-to-date General Plan.

#### *Workload Indicators:*

**A<sub>W1</sub>** Number of plan updates completed (e.g. area plans, community plans, specific plans, etc.).

**A<sub>W2</sub>** Number of plan-related ordinances developed and approved.



*Oat Mountain, Santa Susana Mountains*

## GOAL B. QUALITY PLANNING, DESIGN, AND DEVELOPMENT

Guide development projects to achieve high standards and consistency with the General Plan and local plans.

### Objectives:

- B1. *Update the Subdivision and Zoning Codes so they are simpler, easier to understand, and more responsive to community needs.***
- B2. Consistently integrate quality and design considerations into the planning and approval process.
- B3. Expand DRP capacity to better address design and community revitalization issues.

### Performance Measures:

#### Outcome Measures:

- B<sub>O1</sub>** Number of approved developments that are consistent with adopted County plans.
- B<sub>O2</sub>** Percentage of plan and project applications that are processed in conformance with DRP processing time standards.

#### Workload Indicators:

- B<sub>w1</sub>** Number of applications that are reviewed and approved.
- B<sub>w2</sub>** Number of hearings and meetings conducted by planning staff.



## GOAL C. EFFECTIVE LAND USE REGULATION

Address local community issues and maintain quality of life for our communities through proper application and enforcement of land use regulations.

### Objectives:

C1. Be more proactive in our overall approach to planning and development.

**C2. Assess code violations in order to identify their causes and develop proactive solutions.**

### Performance Measures:

*Outcome Measure:*

**C<sub>o1</sub>** Percentage of approved cases in compliance with applicable requirements.

*Workload Indicator:*

**C<sub>w1</sub>** Number of code enforcement actions.



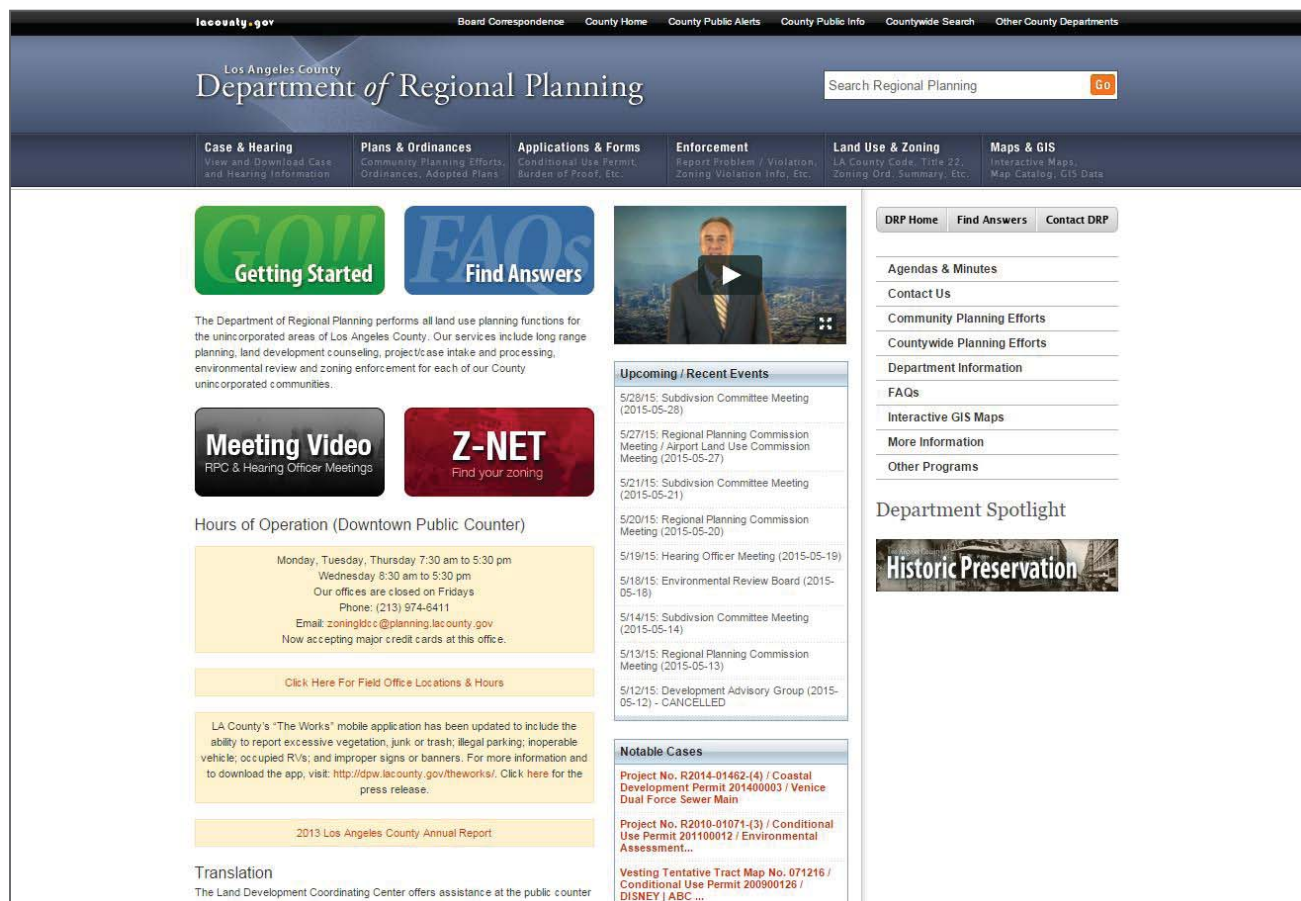
*East Los Angeles Nuisance Abatement Team*

## GOAL D. PUBLIC INFORMATION, OUTREACH, AND ENGAGEMENT

Increase public awareness and understanding of community development and environmental issues and ensure public participation in the planning process.

### Objectives:

- D1. Create public-friendly communication materials, including the DRP website, planning documents and outreach materials to raise the DRP public profile and increase the effectiveness of its outreach efforts.
- D2. Deploy state-of-the-art tools to ensure effective public participation in the plan-making process.



DRP website

### Performance Measures:

*Outcome Measure:*

**D<sub>o1</sub>** Percentage of participants who are satisfied with the applicable planning, regulatory or project approval process.

*Workload Indicator:*

**D<sub>w1</sub>** Number of process engagement events.



*DRP community outreach event, Willowbrook*



## GOAL E. COLLABORATION AND PARTNERSHIP

Take a leadership role by engaging other Los Angeles County departments, partner agencies and communities in the shaping of future land use and development policies in the County.

### Objectives:

- E1. Build relationships with agencies outside the County of Los Angeles, including the South Coast Air Quality Management District, California High Speed Rail Authority, California Coastal Commission, City of Los Angeles and all surrounding cities, Metropolitan Transportation Agency, Regional Water Quality Control Board, and Southern California Association of Governments, among others.
- E2. Strengthen relationships with key Los Angeles County departments and partner agencies to expedite the development review and approval process.
- E3. Maintain strong relationships with the Los Angeles County Supervisors and their staffs, Planning Commissioners and community members.

### Performance Measures:

*Outcome Measure:*

- E<sub>o1</sub>** Level of support for DRP plans and projects expressed by DRP divisions, other County departments, and outside agencies.

*Workload Indicator:*

- E<sub>w1</sub>** Level of partnering activity with County departments and outside agencies.

## GOAL F. WORKFORCE DEVELOPMENT

Attract, develop and retain a high-quality, diverse, professional staff with the ability to create innovative, implementable plans and the expertise to facilitate authentic community engagement.

### Objectives:

- F1. Develop a Learning Academy to provide staff with the knowledge and skills they need to more effectively carry out their professional roles and responsibilities.***
- F2. Foster and support career development plans as an adjunct to Los Angeles County required performance reviews.***
- F3. Enhance management and supervisory capabilities through expanded and improved training and development opportunities.
- F4. Develop a DRP succession plan.
- F5. Improve and clarify HR processes.
- F6. Determine the feasibility of allowing greater workplace flexibility with respect to work schedules, telecommuting, and other alternative work arrangements.

### Performance Measures:

#### Outcome Measures:

- F<sub>o1</sub>** Percentage of staff stating that they are well-trained and have the tools to perform their job.
- F<sub>o2</sub>** Percentage of staff with advanced professional certification.

#### Workload Indicator:

- F<sub>w1</sub>** Percentage of staff attending professional training events and participating in workforce development activities.

## GOAL G. ORGANIZATIONAL EXCELLENCE AND CUSTOMER SERVICE

Maintain effective internal systems and processes to enhance overall organizational performance and responsiveness to customer needs and expectations.

### Objectives:

- G1. *Implement the Electronic Permitting & Inspections – County of Los Angeles (EPIC-LA) system to streamline the permitting process and enhance customer service.***
- G2. Upgrade and update DRP technology and improve processes supported by this technology to increase productivity, reduce paperwork, and improve customer service.
- G3. Improve collaboration and communication between all DRP divisions to ensure work products reflect Department perspectives.
- G4. Enhance work environments.
- G5. Maintain long-term financial viability to ensure DRP has the resources and staffing levels to address Department goals and priorities.
- G6. *Build capacity in the areas of urban design, historic preservation, environmental compliance, grant management, and graphic design.***
- G7. *Determine where Impact Analysis, Ordinance Studies, Special Projects, and Grant Management should be located within the DRP organizational structure to effectively meet the needs of the organization.***
- G8. Take decisive steps to improve staff morale.
- G9. *Establish a land development One-Stop Center.***



### Performance Measures:

#### *Outcome Measures:*

**G<sub>o1</sub>** Level of overall satisfaction from our internal and external customers.

**G<sub>o2</sub>** Perception of DRP as a resource by other County departments.

**G<sub>o3</sub>** DRP meets all County financial and operational standards.

**G<sub>o4</sub>** All DRP operations on budget.

#### *Workload Indicator:*

**G<sub>w1</sub>** Level of requests for services, support and equipment from internal and external customers.



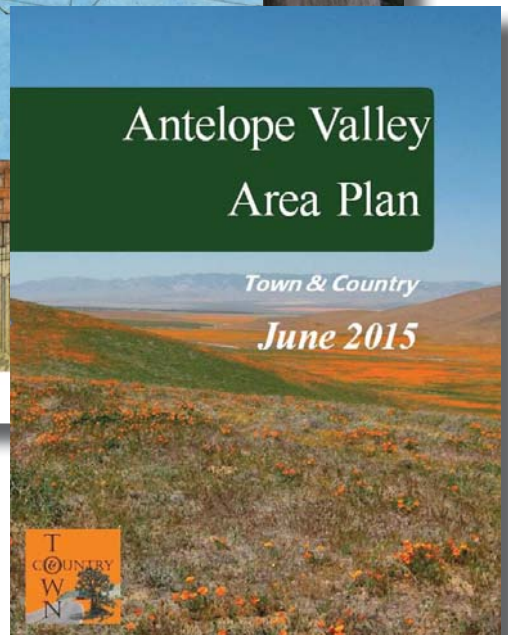
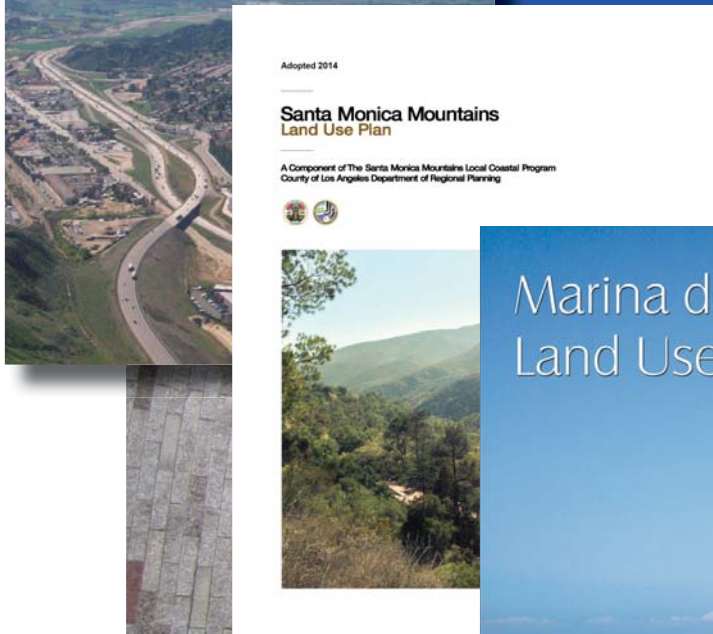
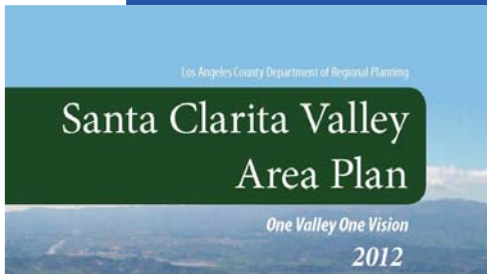
*Subdivision Committee Meeting*

# PUBLIC REVIEW DRAFT JANUARY 2014 TEXT-ONLY VERSION

Los Angeles County

## General Plan

2035



# VI. Overarching Department Priorities

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This chapter outlines the ten Overarching Department Priorities, which are a subset of the objectives presented in the preceding chapter. Among all the objectives, these were identified by DRP staff to have the greatest impact on the overall organization. The letter and number in parentheses following each priority objective refers to its place in the Strategic Plan Framework.

***Re-design the format of the General Plan and the process for developing the General Plan so it can be efficiently updated in the future (A1).***

The existing General Plan is designed to encompass in a single planning document the full breadth and depth of all unincorporated areas in Los Angeles County. DRP is considering using geographically-oriented area plans as a new General Plan framework. Area plans will reflect the area's specific conditions and could be easily updated periodically. Combined with a set of common principles, area plans function together as the future General Plan.

***Develop a comprehensive Sustainability Program Framework (A6).***

The Board of Supervisors wants a coordinated approach to address the sustainability issues of Los Angeles County by establishing a Los Angeles County Sustainability Council to develop a comprehensive sustainability program framework. Regional Planning will be working with the Chief Executive Office, Internal Services, Public Works, and Community Development Commission to establish and convene the Council and to implement the program.



***Update the Subdivision and Zoning Codes so they are simpler, easier to understand, and more responsive to community needs (B1).***

The Subdivision and Zoning Codes over time have become increasingly complex in an effort to adapt to changing circumstances. The Codes need to be brought current with applicable federal and State laws and regulations, as well as planning and zoning best practices. Together with the General Plan, the Codes will help DRP create a healthy, high-quality built environment in the unincorporated areas of Los Angeles County.

***Assess code violations to identify their causes and develop proactive solutions (C2).***

DRP will undertake a proactive solution to code violations by identifying the most prevalent issues and difficult-to-enforce standards in each unincorporated community. This analysis and knowledge will help DRP improve the Zoning Code and to educate the public about zoning requirements and thereby reduce the frequency of violations.

***Develop a Learning Academy to provide staff with the knowledge and skills they need to more effectively carry out their professional roles and responsibilities (F1).***

DRP has an expert and capable professional staff, which is its greatest asset but also one that requires continuous investment. DRP must provide adequate learning opportunities so that its staff can perform in an increasingly complex, demanding and ever-changing planning environment.

***Foster and support career development plans as an adjunct to Los Angeles County-required performance reviews (F2).***

To enhance its planning capacity and to retain talent, DRP needs to establish clear career paths for staff. Employees want to understand the desirable qualities to advance their careers within the organization and the criteria used when making promotional decisions. Using the County's existing performance review tools as a foundation, managers and supervisors will work in partnership with individual employees to provide guidance and feedback related to the types of assignments and training needed to advance along their chosen path.

The screenshot displays the EPIC-LA system interface. On the left is a 'Menu' with a tree view of workflow steps: Case Intake v.1, Accept Application v.1, Invoice and Collect Fees v.1, Initial Application Review v.1, Request for Materials v.1, Change Plan Status to 'Application Complete' v.1, Conduct Environmental Assessment v.1, Consultation - Agency Review v.1, Conduct Agency Review v.1, Send Correction Letter v.1, Project Evaluation & Staff Report v.1, Upload Staff Report Document v.1, Upload Draft Findings Document v.1, Public Hearing v.1, Mail Notice of Public Hearing v.1, Send Library Package v.1, Verify Sign Posting v.1, Publish Notice of Public Hearing v.1, and Findings and Decision v.1. The main area is titled 'Workflow Details' and shows information for 'RP - Review Application Review'. It includes fields for Name, Description, Status (Pending), Action Priority Order (5), Sort Order (0), Received Date (6/4/2015), Due Date (6/4/2015), and Complete Date (Enter date). There are checkboxes for Needs Resubmit, Completed, and Auto Receive. Below this is a table with columns: Name, Department Name, Assigned User, Status, Assigned Date, Due Date, Completed Date, and Priority. The table contains one entry: 'RP - Completeness Check' assigned to 'Assigned USER Department' by 'Calas, John' with a status of 'Pending' and a priority of 0. At the bottom of the workflow details are buttons for 'Add Step' and 'Reorder Workflow'.

Screenshot, Electronic Permitting & Inspections - County of Los Angeles (EPIC-LA) system

**Implement the Electronic Permitting & Inspections – County of Los Angeles (EPIC-LA) system to streamline the permitting process and enhance customer service (G1).**

The majority of customers come to DRP for permit approvals. Their priority is the timeliness and certainty of DRP's decisions. The advent of the new EPIC-LA system is the first step to make the permitting process more customer-friendly, timely, and predictable.

***Build capacity in the areas of urban design, historic preservation, environmental compliance, grant management, and graphic design (G6).***

DRP needs to expand the scope of its staff expertise in response to shifts in public expectations and in the nature of development projects it will see in the future. DRP needs to acquire expertise in urban design and architecture to promote more aesthetically appealing projects. It has to develop expertise in historic preservation to successfully administer the County's recently adopted Mills Act Program and Historic Preservation Ordinance. Allocating adequate resources to ensure compliance with the California Environmental Quality Act will allow DRP to better navigate the complex environmental regulations for its projects. To broaden its funding options, DRP needs to explore grant opportunities. DRP also needs graphic design expertise to improve the visual appeal and overall effectiveness of its public outreach and education strategies.

***Determine where Impact Analysis, Ordinance Studies, Special Projects, and Grant Management should be located within the DRP organizational structure to effectively meet the needs of the organization (G7).***

DRP is currently organized into four functional divisions, and three of them provide land use planning services. Within each of the planning divisions, services are provided according to geographic service areas. The Impact Analysis, Ordinance Studies, and Special Projects Sections are unique and they do not quite fit into this geographic framework. Following an evaluation of their respective roles and responsibilities, DRP has repositioned these sections so they can interact more effectively with the rest of DRP. DRP will also evaluate its resources and organizational structure to establish a new grant management function.

***Establish a land development One-Stop Center (G9).***

Integrated service delivery is Goal 3 of the County Strategic Plan. A One-Stop Center where customers can go for all required permits for their land development projects will meet this County goal. DRP is collaborating with the CEO and other County departments such as Public Works, Public Health, Parks and Recreation, Fire, Treasurer and Tax Collector, and Consumer and Business Affairs to establish a land development One-Stop Center.



### Timeline for Implementation of Overarching Department Priorities

Timelines and leads are identified for each of the Overarching Department Priorities.

Department Priority	Lead	Timeline
A1: General Plan Update	<ul style="list-style-type: none"> <li>Advance Planning</li> </ul>	Ongoing – Ten Year Cycle
A6: Sustainability Program	<ul style="list-style-type: none"> <li>Advance Planning</li> </ul>	Report to Board of Supervisors – July 2015
B1: Subdivision/Zoning Codes Update	<ul style="list-style-type: none"> <li>Advance Planning</li> </ul>	Subdivision Code – Jan 2020 Zoning Code – Jan 2016
C2: Code Violations Assessment	<ul style="list-style-type: none"> <li>Land Use Regulation</li> </ul>	January 2017 and ongoing
F1: Learning Academy	<ul style="list-style-type: none"> <li>Information and Fiscal Services</li> </ul>	January 2016 and ongoing
F2: Career Development Plans	<ul style="list-style-type: none"> <li>Executive Management</li> <li>Information and Fiscal Services</li> </ul>	January 2016
G1: E-Permitting System (EPIC-LA)	<ul style="list-style-type: none"> <li>Current Planning</li> <li>Information and Fiscal Services</li> <li>Land Use Regulation</li> </ul>	January 2016
G6: Capacity Building	<ul style="list-style-type: none"> <li>Executive Management</li> </ul>	January 2019
G7: Organizational Adjustment	<ul style="list-style-type: none"> <li>Executive Management</li> </ul>	October 2015
G9: One-Stop Center	<ul style="list-style-type: none"> <li>Executive Management</li> <li>Current Planning</li> </ul>	TBD*

\* County CEO-led study underway at time of document printing.



*DRP staff meeting, DRP headquarters*

# VII. Strategic Plan Implementation

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Successful implementation of the DRP Strategic Plan is dependent upon translating its goals and objectives into budgets and operating programs. This chapter outlines the Strategic Plan implementation process by reviewing the following topics:

- Relationship between the Strategic Plan, Budget, and Operations Plan
- Strategic Planning Cycle
- Managing Change
- Monitoring Mechanism



### **RELATIONSHIP BETWEEN THE STRATEGIC PLAN, BUDGET, AND OPERATIONS PLAN**

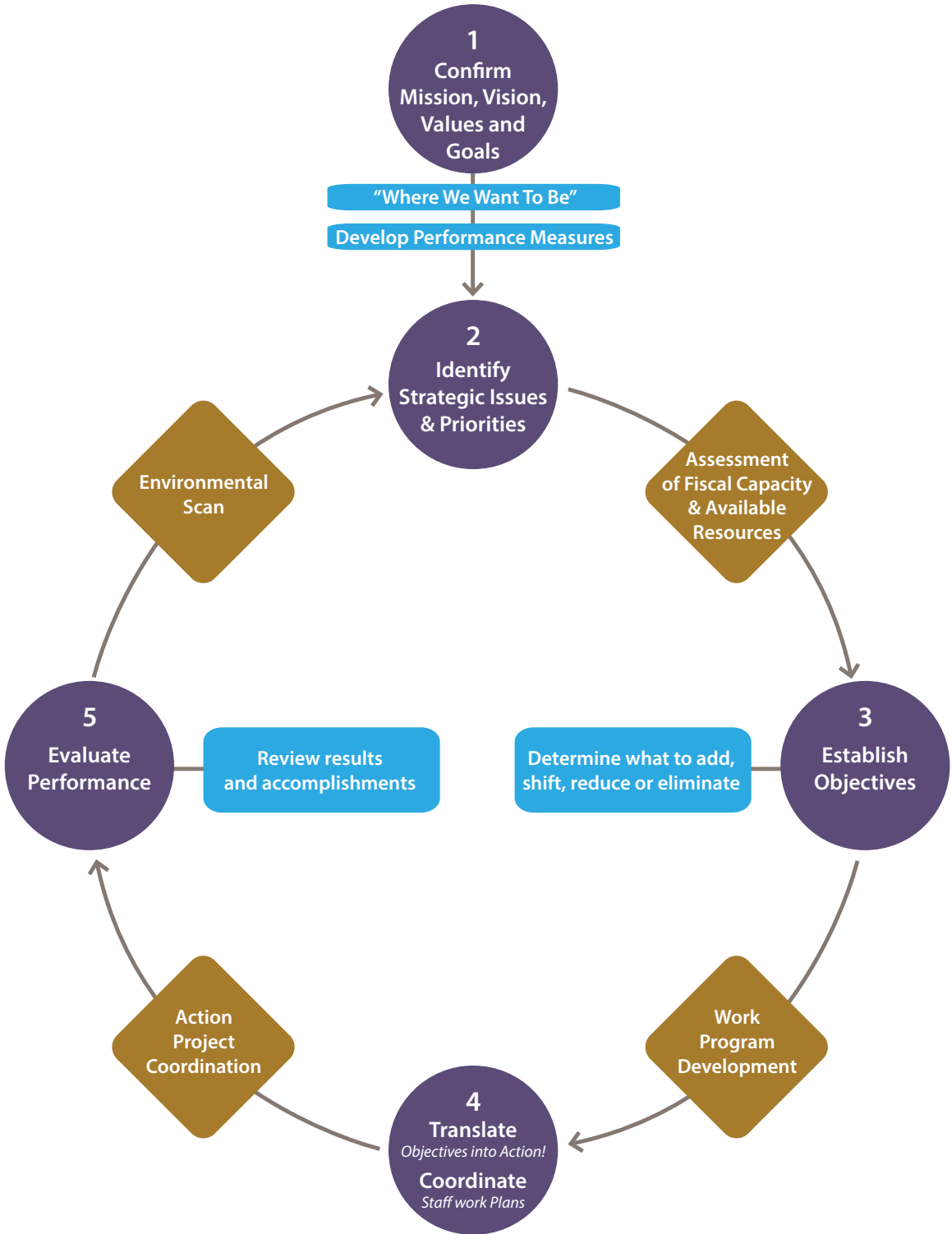
Planning processes undertaken by DRP and the documents emerging from these processes should align with the Strategic Plan. Two important management documents that are integral to the implementation of the Strategic Plan are DRP's Operating Budget and Annual Operations Plan.

The Strategic Plan looks ahead five years and charts a route to fully realize its Vision and Mission. The DRP Budget covers the twelve-month fiscal year and addresses how DRP's resources will be allocated to achieve the Goals and Objectives in the Strategic Plan. The Annual Operations Plan encompasses the actions from the Strategic Plan to be initiated or achieved during the budget cycle. Following the adoption of a new Strategic Plan, a transition will occur for the Plan to be integrated with the DRP Budget and Operations Plan.

### **STRATEGIC PLANNING CYCLE**

The process of creating this Strategic Plan involves five steps illustrated in the Strategic Planning Cycle diagram. The Strategic Plan is a living document, and its completion does not signal the end of the strategic planning process. DRP will use performance measures to monitor and evaluate DRP's achievement of the goals defined by the Strategic Plan. Results from the monitoring and evaluation process will show how DRP is moving to accomplish its goals.

Strategic Planning Cycle



## MANAGING CHANGE

This Strategic Plan will guide DRP's management of change in the next five years. There are five critical components to every organizational change initiative to produce a desired outcome: vision, skills, incentives, resources, and action plans. The absence of any component will prevent the desired change, resulting instead in confusion, anxiety, resistance, frustration, and a feeling of being stuck on a treadmill.

VISION	SKILLS	INCENTIVES	RESOURCES	ACTION PLANS	You Encounter:
0	Skills +	Incentives +	Resources +	Action Plans =	<b>Confusion</b>
Vision +	0	Incentives +	Resources +	Action Plans =	<b>Anxiety</b>
Vision +	Skills +	0	Resources +	Action Plans =	<b>Resistance</b>
Vision +	Skills +	Incentives +	0	Action Plans =	<b>Frustration</b>
Vision +	Skills +	Incentives +	Resources +	0 =	<b>Treadmill</b>
Vision +	Skills +	Incentives +	Resources +	Action Plans =	<b>DESIRED CHANGE</b>

Source: *Matrix for Managing Change*; T. Knosler, 1991.

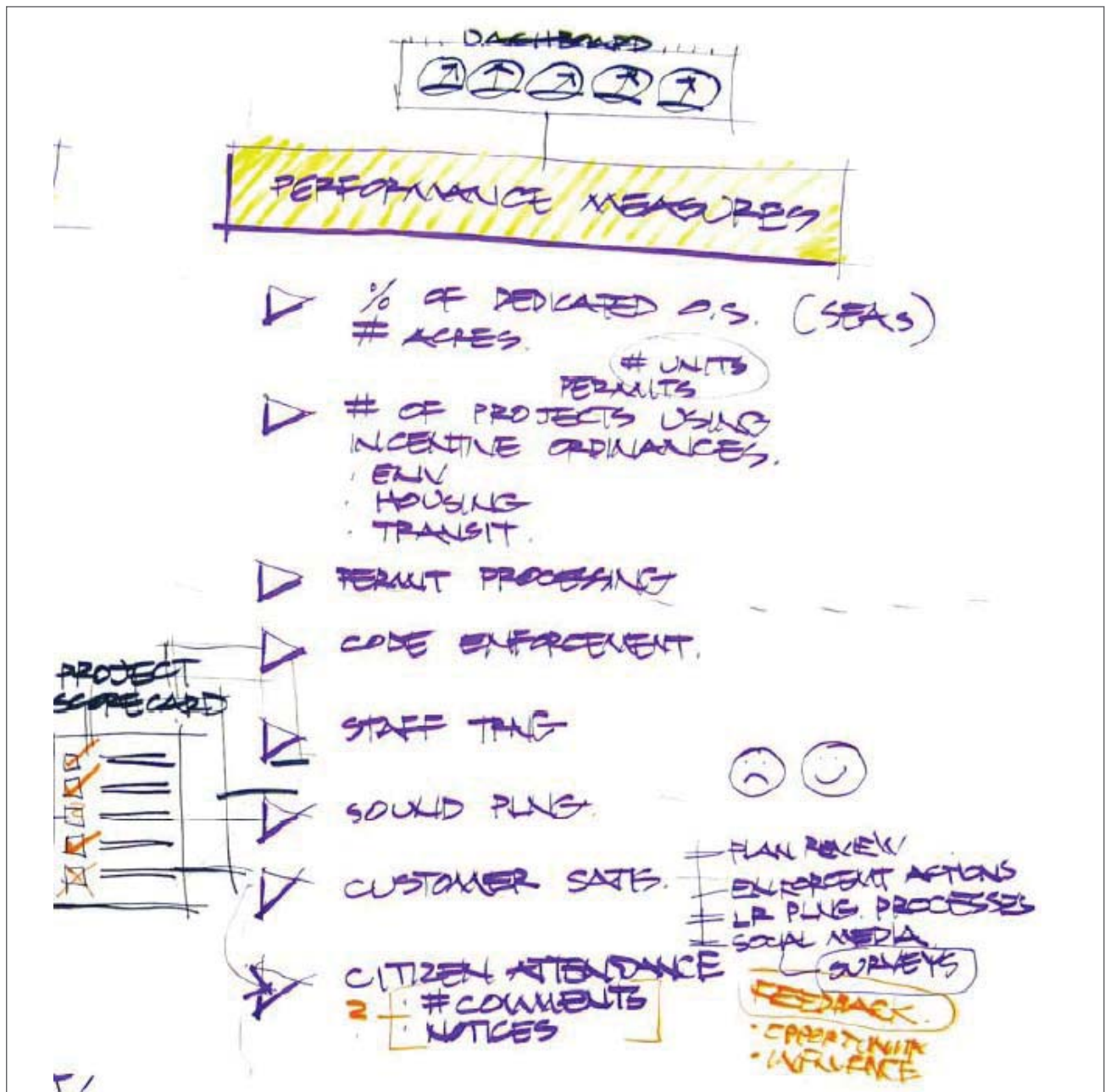
The DRP Strategic Plan addresses all five components for effective change management:

- A lack of clarity about desired results creates confusion which impedes change. The **vision**, mission and goals in this strategic plan clearly define what DRP wants to achieve in the next five years.
- When staff does not possess necessary skills to facilitate change, staff experiences anxiety. The objectives and actions in this strategic plan will provide staff with the **skills** needed to realize DRP's vision.
- Without the right incentives, resistance to change will occur. Opportunities for professional growth on the job and career advancement in the County provide staff with **incentives**.
- Staff not equipped with adequate means to carry out change will experience frustration. **Resources** required to implement this strategic plan are addressed through goals such as organizational excellence as well as collaboration and partnership.
- When action plans are absent, change will not take place. This Strategic Plan includes detailed **action plans** outlining steps, implementation timelines and responsible parties.



## MONITORING MECHANISM

The Strategic Plan shall be monitored and evaluated on an ongoing basis by the Executive Management Team. DRP will establish a monitoring mechanism to inform DRP management as well as staff on progress made to provide transparency and ensure accountability. Executive Management may perform as-needed assessments to adjust the goals and priorities of the Strategic Plan.



Wallgraphic from DRP strategic planning meeting



*Fourth of July Cove, Catalina Island*

# Appendix – Action Plans

This section presents the detailed Action Plans developed to achieve the Goals and Objectives in the Strategic Plan. The Objectives in gold text are the Overarching Department Priorities. In the timeline, “short” refers to actions to be completed within two years, “medium” are actions to be taken in two to five years, and “long” more than five years. The abbreviations of lead and support agencies are as follows:

## DRP Divisions

AP: Advance Planning  
CP: Current Planning  
IFS: Information and Fiscal Services  
LUR: Land Use Regulation

## Other Los Angeles County Departments

CDC: Community Development Commission  
CEO: Chief Executive Office  
DHR: Department of Human Resources  
DPW: Department of Public Works  
Fire: Fire Department  
ISD: Internal Services Department  
PH: Department of Public Health

## GOAL A – LONG-RANGE PLANNING

**Objective – A1: Redesign the format of the General Plan and the process for developing the General Plan so it can be efficiently updated in the future.**

Actions		Timeline (Short, Medium, Long)	Lead	Support Partners
Action A1.1	Establish a working group that will recommend a process for developing an organizational and procedural framework to maintain and update the General Plan.	Medium	AP	
Action A1.2	Establish a procedure to update the General Plan strategically by only focusing on those things (e.g., Land Use Element) that change.	Long	AP	
Action A1.3	Develop a tracking tool to monitor consistency between the General Plan vision and the built environment.	Long	AP	IFS



**GOAL A – LONG-RANGE PLANNING**

**Objective – A2: Determine how to integrate the General Plan with all facets of DRP’s core functions, including the preparation of plans and ordinances, zoning enforcement, and case processing.**

	<b>Actions</b>	<b>Timeline (Short, Medium, Long)</b>	<b>Lead</b>	<b>Support Partners</b>
Action A2.1	Determine how to establish the General Plan as the main coordinating document for DRP.	Short	AP	Executive Management
Action A2.2	Develop basic framework for community-based plans to cross-reference the General Plan.	Short	AP	
Action A2.3	Systematically check for any updated GIS layers (e.g. Hazards/Environmental) so the latest information is always on GIS-NET3.	Short	IFS	AP/CP
Action A2.4	Use EPIC-LA to consolidate and coordinate Department information into one common platform (e.g., Parcel Profile Report in GIS-NET3, or subject-based reports).	Medium	IFS	
Action A2.5	Put the General Plan front and center for all Department functions and foster a sense of ownership for the General Plan across all divisions and within management.	Medium	AP	CP/LUR/IFS

## GOAL A – LONG-RANGE PLANNING

**Objective – A3: Create an effective management structure for each DRP project in order to clarify project vision and direction, staff roles and responsibilities, and desired outcomes.**

	Actions	Timeline (Short, Medium, Long)	Lead	Support Partners
Action A3.1	Develop project management guide for each long-range planning project to ensure consistency, predictability, and quality control; put onto Wiki and Blog to memorialize our work.	Short	AP	CP/LUR
Action A3.2	Ensure continuity by clearly identifying a project management team for each long-range planning project and clarifying each person's specific role.	Short	AP	
Action A3.3	Organize internal workshops, on an ongoing basis, to develop and familiarize staff with standardized processes, tools, etc.	Medium	AP/CP/LUR	IFS
Action A3.4	Be more strategic about the time and approach for introducing a project to the public in order to maintain momentum and manage expectations.	Medium	AP	
Action A3.5	Evaluate the current service area organizational structure to more effectively integrate the Countywide sections and division heads, and expand it to include other County departments.	Medium	Executive Mgt	
Action A3.6	Streamline the number of committees to facilitate efficient review of projects internally and with other County departments.	Medium	Executive Mgt	Other County Depts
Action A3.7	Use EPIC-LA functionality to facilitate project management, such as deadlines and schedules, documentation of decision-making, and regular status updates, etc.	Medium	AP/CP/LUR	IFS

**GOAL A – LONG-RANGE PLANNING****Objective – A4: Provide effective environmental analysis and review services.**

Actions		Timeline (Short, Medium, Long)	Lead	Support Partners
Action A4.1	Offer ongoing training and resources on CEQA.	Short	AP/CP	IFS
Action A4.2	Complete update to Los Angeles County CEQA Guidelines, and update regularly.	Short	County Counsel	DRP
Action A4.3	Prepare guidance for staff and the public on how to utilize current and new tools for project-level CEQA analyses as they become available.	Short	AP/CP	
Action A4.4	Develop step-by-step resources that are tailored specifically for DRP staff.	Medium	AP/CP	
Action A4.5	Develop work program to develop thresholds of significance for CEQA review.	Medium	AP/CP	
Action A4.6	Provide training on CEQA filing requirements.	Medium	AP/CP	
Action A4.7	Develop a plan to designate planners in Current Planning to receive periodic CEQA training who can then provide guidance and assistance to other DRP staff in the same division for the environmental review of their projects.	Long	CP	

Note: Objective A4 is supported by Objective G7 – *Determine where Impact Analysis, Ordinance Studies, Special Projects and Grant Management should be located within the DRP organizational structure to effectively meet the needs of the organization.*



**GOAL A – LONG-RANGE PLANNING****Objective – A5: Develop strategies and tools for implementing approved plans.**

	<b>Actions</b>	<b>Timeline (Short, Medium, Long)</b>	<b>Lead</b>	<b>Support Partners</b>
Action A5.1	Standardize practice in providing workshops for DRP staff to field questions and provide guidance on plan implementation.	Short	AP	CP/LUR
Action A5.2	Standardize practice to obtain early buy-in from DRP staff as well as other County departments to ensure smooth transition from plan development to implementation, and to ensure that policies are drafted to be implementable.	Short	AP	CP/LUR/ Other County Depts
Action A5.3	Prioritize implementation programs identified in plans in the development of DRP budget, work programs, and grant applications.	Short	AP	Executive Mgt
Action A5.4	Standardize format of new plans and ordinances.	Short	AP	CP/LUR
Action A5.5	Determine whether EPIC-LA can be used to measure performance and monitor the status of implementation programs.	Medium	AP	IFS
Action A5.6	Determine whether EPIC-LA can be used to facilitate and streamline the analysis of plan and zoning consistency.	Medium	CP	IFS

**GOAL A – LONG-RANGE PLANNING****Objective – A6: Develop a comprehensive Sustainability Program Framework.**

	<b>Actions</b>	<b>Timeline (Short, Medium, Long)</b>	<b>Lead</b>	<b>Support Partners</b>
Action A6.1	Establish the Sustainability Council.	Short	ISD/DPW/ DRP/CDC	CEO
Action A6.2	Convene the Council to develop a comprehensive sustainability program framework.	Short	ISD/DPW/ DRP/CDC	CEO
Action A6.3	Submit a report to the Board of Supervisors.	Short	ISD/DPW/ DRP/CDC	CEO
Action A6.4	Begin program implementation following Board approval.	Medium	ISD/DPW/ DRP/CDC	CEO

**GOAL B – QUALITY PLANNING, DESIGN, AND DEVELOPMENT**

**Objective – B1: Update the Subdivision and Zoning Codes so they are simpler, easier to understand, and more responsive to community needs.**

Actions		Timeline (Short, Medium, Long)	Lead	Support Partners
Action B1.1	Adopt the technical update to the Subdivision and Zoning Codes, which will improve the usability of the codes by reorganizing existing content flow and establishing the framework for future content revision.	Short	AP	Executive Mgt
Action B1.2	Create a more user-friendly code format that is easy to navigate by the general public and staff.	Medium	AP	CP/LUR/IFS
Action B1.3	Create digital “Working Codes” to electronically manage interpretations/questions to the Subdivision and Zoning Codes so that all staff can be up to date on code interpretations.	Medium	IFS	AP/CP/LUR
Action B1.4	Establish a periodic Subdivision and Zoning Codes update program that provides minor technical fixes on a continual and regular basis.	Long	AP	CP/LUR
Action B1.5	Develop a comprehensive Subdivision and Zoning Codes update strategy with defined deliverables to reach closure on code updates within a set schedule.	Long	Executive Mgt	AP

**GOAL B – QUALITY PLANNING, DESIGN, AND DEVELOPMENT**

**Objective – B2: Consistently integrate quality and design considerations into the planning and approval process.**

Actions		Timeline (Short, Medium, Long)	Lead	Support Partners
Action B2.1	Integrate design best practices into all plan checklists to institutionalize design emphasis as standard approval protocol.	Short	CP	AP
Action B2.2	Incorporate design best practices into project approval conditions to provide guidance for code enforcement.	Short	CP	LUR
Action B2.3	Inventory Subdivision and Zoning Code and all adopted plans for design best practices and incorporate into a user's guide for public and staff use.	Medium	AP	
Action B2.4	Invite internal and external experts to provide regular training for staff and the RPC on best practices for project design and comprehensive planning.	Long	Deputy Directors	Section Heads
Action B2.5	Amend Subdivision and Zoning Codes and, where applicable, adopted plans to include the latest best practices for project quality and design.	Long	AP	

Note: Objective B2 is supported by Objective G6 – *Build capacity in the areas of urban design, historic preservation, environmental compliance, grant management and graphic design.*



**GOAL B – QUALITY PLANNING, DESIGN, AND DEVELOPMENT**

**Objective – B3: Expand DRP capacity to better address design and community revitalization issues.**

Actions		Timeline (Short, Medium, Long)	Lead	Support Partners
Action B3.1	Adopt and implement healthy neighborhood design guidelines.	Short	AP/CP	
Action B3.2	Determine how staff can be kept up to date and informed on long-term social, environmental, and economical health needs.	Long	AP	
Action B3.3	Provide training on form-based codes to facilitate more use of such type of codes in the future.	Long	AP	IFS
Action B3.4	Craft, adopt and implement area plans and design guidelines.	Long	AP	

Note: Objective B3 is also supported by Objective G6 – *Build capacity in the areas of urban design, historic preservation, environmental compliance, grant management and graphic design.*

**GOAL C – EFFECTIVE LAND USE REGULATION**

**Objective – C1: Be more proactive in our overall approach to planning and development.**

Actions		Timeline (Short, Medium, Long)	Lead	Support Partners
Action C1.1	Enhance the DRP website to allow effective interaction with the public.	Medium	IFS	
Action C1.2	Build capacity to establish effective working relationships with stakeholder groups to quickly recognize and proactively address problems and concerns within each community.	Medium	LUR	

Note: Objective C1 is also supported by Objective C2 – *Assess code violation patterns in order to identify their causes and develop proactive solutions.*

**GOAL C – EFFECTIVE LAND USE REGULATION**

**Objective – C2: Assess code violations in order to identify their causes and develop proactive solutions.**

Actions		Timeline (Short, Medium, Long)	Lead	Support Partners
Action C2.1	Create a working group to identify the most prevalent violations and difficult-to-enforce requirements encountered by Zoning Enforcement staff in order to develop strategies that will address their causes and reduce the frequency of their occurrence.	Short	AP/LUR	
Action C2.2	Create a quarterly report that identifies the most common violations found for each unincorporated community so it can be used by Land Use Regulation for concentrated zoning enforcement and outreach in those communities, as well as by Advance Planning for preparing future plans and ordinances. [Also Supports Goal D.]	Short	AP/LUR	IFS
Action C2.3	Identify code violations by their geographical pattern and use the data collected to inform the public about the Zoning Code and how to stay in compliance. [Also Supports Goal D.]	Medium	LUR	IFS

**GOAL D – PUBLIC INFORMATION, OUTREACH, AND ENGAGEMENT**

**Objective – D1: Create public-friendly communication materials, including the DRP website, planning documents and outreach materials to raise the DRP public profile and increase the effectiveness of its outreach efforts.**

	Actions	Timeline (Short, Medium, Long)	Lead	Support Partners
Action D1.1	Improve design of application materials and update them promptly to reflect the requirements of newly adopted ordinances.	Short	CP	IFS
Action D1.2	Create a DRP brand that is friendly and bright to be used in different mediums and that will help raise the DRP public profile.	Short	IFS	AP/CP/LUR
Action D1.3	Create a working group led by a graphic designer to create DRP graphics.	Medium	IFS	AP/CP/LUR
Action D1.4	Provide constituents with clear, easy-to-access, step-by-step instructions on how to remedy common zoning code violations.	Medium	LUR	
Action D1.5	Use social media to help raise the DRP public profile.	Medium	AP/CP/LUR	IFS

**GOAL D – PUBLIC INFORMATION, OUTREACH, AND ENGAGEMENT**

**Objective – D2: Deploy state-of-the-art tools to ensure effective public participation in the plan-making process.**

	Actions	Timeline (Short, Medium, Long)	Lead	Support Partners
Action D2.1	Develop a mechanism that provides the public with a clear understanding of the time frame for providing comments.	Medium	AP	IFS
Action D2.2	Create a web application allowing the public to subscribe to project updates based on geographical proximity or interest.	Medium	IFS	
Action D2.3	Develop guidelines in conjunction with new outreach tools to keep the public informed on major projects that are under review and also enable the public to communicate with DRP. [Also Supports Objective E3.]	Medium	IFS	AP/CP/LUR

## GOAL E – COLLABORATION AND PARTNERSHIP

**Objective – E1: Build relationships with agencies outside the County of Los Angeles, including the AQMD, California High Speed Rail Authority, California Coastal Commission, City of Los Angeles and all surrounding cities, MTA, the Regional Water Quality Control Board, and Southern California Association of Governments, among others.**

Actions		Timeline (Short, Medium, Long)	Lead	Support Partners
Action E1.1	Identify key staff on specific issues to be the point of contact with partner agencies as issues arise.	Short	Deputy Directors	Section Heads
Action E1.2	Create an agency stakeholder reference guide to facilitate interagency communication.	Medium	Section Heads	Other Agencies
Action E1.3	Research and affirm shared goals and policies between DRP and outside agencies to ensure coordination in plan updates and multiagency collaborative efforts.	Medium	Deputy Directors	Section Heads
Action E1.4	Create a task force on an as-needed basis for projects as they arise and include partner agencies.	Long	Executive Mgt	Section Heads
Action E1.5	Continue programs such as LAR-IAC to share GIS competencies and data among participating agencies.	Long	IFS	Partner Agencies



**GOAL E – COLLABORATION AND PARTNERSHIP**

**Objective – E2: Strengthen relationships with key Los Angeles County departments and partner agencies to expedite the development review and approval process.**

Actions		Timeline (Short, Medium, Long)	Lead	Support Partners
Action E2.1	Rotate staff to represent DRP at other agencies' meetings.	Short	Deputy Directors	Section Heads
Action E2.2	Invite staff from other agencies to discuss their work on a regular basis as part of the DRP staff training. [Also Supports Objective F1.]	Short	Deputy Directors	Section Heads
Action E2.3	Review existing MOU with Public Works and other agencies on a regular basis to determine continuing effectiveness as well as amendment if necessary.	Short	Executive Mgt	
Action E2.4	Continue exploring and expanding "One-Stop Centers" to co-operate with other County departments to improve customer service in the land development process. [Also Supports Objective G4.]	Short	Executive Mgt/CP	
Action E2.5	Establish tracking system to monitor status of projects requiring conceptual approval from other County departments.	Medium	CP	IFS

**GOAL E – COLLABORATION AND PARTNERSHIP**

**Objective – E3: Maintain strong relationships with the Los Angeles County Supervisors and their staffs, Planning Commissioners, and community members.**

	<b>Actions</b>	<b>Timeline (Short, Medium, Long)</b>	<b>Lead</b>	<b>Support Partners</b>
Action E3.1	Continue monthly Planning Deputies meetings.	Short	Executive Mgt	Planning Deputies
Action E3.2	Ensure consistent and timely responses to official Supervisor correspondence (e.g., five-day letters) and Public Records Act (PRA) requests.	Short	All Divisions	
Action E3.3	Ensure accurate content and timely delivery of planning documents for public hearings.	Short	All Divisions	
Action E3.4	Document protocols for proper communication with Board offices and Planning Deputies.	Short	All Divisions	
Action E3.5	Inventory community outreach strategies that DRP employs to share with DRP staff.	Medium	AP	
Action E3.6	Update existing and/or establish new community rosters and provide regular community specific email updates/status reports.	Medium	AP/CP/LUR	IFS

**GOAL F – WORKFORCE DEVELOPMENT**

**Objective – F1: Develop a Learning Academy to provide staff with the knowledge and skills they need to more effectively carry out their professional roles and responsibilities.**

Actions		Timeline (Short, Medium, Long)	Lead	Support Partners
Action F1.1	Tap into DRP in-house expertise to share knowledge of practice areas.	Short	All Divisions	
Action F1.2	Establish a DRP mentoring program to strengthen leadership skills for mentors and support mentees (i.e., RPA IIs). [Also Supports Objective F3.]	Short	IFS	AP/CP/LUR
Action F1.3	Allocate resources for staff training including professional seminars, workshops, online webinars, etc.	Short	Executive Mgt	
Action F1.4	Develop a Master DRP Training Calendar to advertise and coordinate all DRP trainings.	Short	IFS	
Action F1.5	Form a Training Committee to identify training needs for all levels of DRP staff.	Short	IFS	AP/CP/LUR
Action F1.6	Provide effective communication training (e.g., public speaking, presentation, active listening, consensus building, meeting facilitation) and various speaking engagement opportunities so staff can effectively communicate their work.	Short	AP/CP/LUR	IFS
Action F1.7	Provide social media training. [Also Supports Goal D.]	Short	IFS	

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Actions		Timeline (Short, Medium, Long)	Lead	Support Partners
Action F1.8	Promote volunteer rotations on assignments and cross-training opportunities outside the scope of regular job duties to support professional development, prepare for succession planning and address peak workloads. [Also Supports Objective G8.]	Short/Med	Executive Mgt	Section Heads
Action F1.9	Form an AICP Committee, which will identify opportunities for increasing DRP participation at professional events (such as ULI and Cal APA) and enhancing professional planning experience. [Also Supports Objective D1.]	Short/Med	AP/CP/LUR	
Action F1.10	Promote AICP Certification by identifying and providing available APA resources and other support.	Short/Med	AP/CP/LUR	Executive Mgt
Action F1.11	Develop formal partnerships with local universities and professional associations to promote continuing education for completing professional certificate programs and/or advanced degree education. [Also Supports Objective D1.]	Med/Long	IFS	DHR
Action F1.12	Study the feasibility of implementing Tuition Reimbursement program.	Long	IFS	



**GOAL F – WORKFORCE DEVELOPMENT**

**Objective – F2: Foster and support career development plans as an adjunct to Los Angeles County required performance reviews.**

Actions		Timeline (Short, Medium, Long)	Lead	Support Partners
Action F2.1	Improve communication protocols between management, section heads and staff regarding work performance expectations, management reassignments, and succession planning.	Short	Executive Mgt	Section Heads
Action F2.2	Identify criteria for potential promotability.	Short	IFS	Executive Mgt
Action F2.3	Conduct periodic audits of hiring and promotional practices to ensure consistency, fairness, and Best Practices for maximizing workforce capability.	Short	IFS	DHR
Action F2.4	Prepare staff for career advancement by providing mentoring and opportunities for growth through stretch assignments.	Short	Deputy Directors	Section Heads

**GOAL F – WORKFORCE DEVELOPMENT**

**Objective – F3: Enhance management and supervisory capabilities through expanded and improved training and development opportunities**

Actions		Timeline (Short, Medium, Long)	Lead	Support Partners
Action F3.1	Assess leadership potential of current DRP staff for readiness to successfully perform supervisory and management job functions.	Short	Executive Mgt	IFS
Action F3.2	Develop a leadership training and development program that will (a) prepare staff for supervisory and management responsibilities, and (b) enhance staff's leadership capabilities.	Short/Med	IFS	Executive Mgt
Action F3.3	Conduct a skills inventory of the DRP workforce to identify areas where there is a need to enhance management and leadership capabilities.	Short/Med	IFS	Section Heads

Note: Objective F3 is supported by Objective G6 - *Build capacity in the areas of urban design, historic preservation, environmental compliance, grant management and graphic design.*

**GOAL F – WORKFORCE DEVELOPMENT**

**Objective – F4: Develop a DRP succession plan.**

Actions		Timeline (Short, Medium, Long)	Lead	Support Partners
Action F4.1	Establish a Succession Planning Committee to develop, review and update DRP's succession plan.	Short	Executive Mgt	IFS
Action F4.2	Develop and implement the Department succession plan for key positions.	Short	Executive Mgt	IFS
Action F4.3	Ensure that appropriate staffing levels are maintained in all sections to ensure consistent performance and service delivery.	Short	Deputy Directors	IFS

**GOAL F – WORKFORCE DEVELOPMENT****Objective – F5: Improve and clarify Human Resources processes.**

Actions		Timeline (Short, Medium, Long)	Lead	Support Partners
Action F5.1	Conduct information meetings with sections/divisions to provide an overview on HR processes.	Short	IFS	
Action F5.2	Ensure The Planner's Zone (TPZ) is updated regularly with current Human Resources (HR) information such as HR staff assignments, processes, programs, policies, guidelines, practices, etc.	Short/Med	IFS	

**GOAL F – WORKFORCE DEVELOPMENT****Objective – F6: Determine the feasibility of allowing greater workplace flexibility with respect to work schedules, telecommuting and other alternative work arrangements.**

Actions		Timeline (Short, Medium, Long)	Lead	Support Partners
Action F6.1	Develop and implement Department policies on work schedules, telecommuting, and other alternative work arrangements.	Medium	IFS	Executive Mgt
Action F6.2	Effectively inform and update staff on County policies (such as the FMLA and other medical leave laws) to better understand how they impact modified work schedules and telecommuting opportunities.	Long	IFS	

**GOAL G – ORGANIZATIONAL EXCELLENCE AND CUSTOMER SERVICE**

**Objective – G1: Implement the Electronic Permitting & Inspections – County of Los Angeles (EPIC-LA) system to streamline the permitting process and enhance customer service.**

	Actions	Timeline (Short, Medium, Long)	Lead	Support Partners
Action G1.1	Create one standard application form for all projects in which the length is reduced and is easier to use.	Short	CP	IFS
Action G1.2	Create a system for organizing Current Planning related templates and forms.	Short	CP	IFS
Action G1.3	Create online plan submittal and re-submittal process.	Short	CP	IFS
Action G1.4	Conduct study of similar planning agencies to update and simplify Department fee schedules.	Medium	IFS	AP/CP/LUR
Action G1.5	Digitize, catalog, and launch software system for accessing entire inventory of planning permits, plans and files.	Medium	IFS	
Action G1.6	Determine options for simplifying the receipt and processing of service payments.	Medium	IFS	CP
Action G1.7	Study DRP permitting processes to assess how it may be improved and streamlined.	Medium	CP	



**GOAL G – ORGANIZATIONAL EXCELLENCE AND CUSTOMER SERVICE**

**Objective – G2: Upgrade and update DRP technology and improve processes supported by this technology to increase productivity, reduce paperwork, and improve customer service.**

Actions		Timeline (Short, Medium, Long)	Lead	Support Partners
Action G2.1	Identify Subject Matter Experts within each planning division who understand its own business requirements to effectively partner with IT/GIS to address technology needs.	Short	IFS	AP/CP/LUR
Action G2.2	Identify technology types and needs to improve DRP operation (i.e., telephone, email, apps for planners, apps for public, data maintenance, storage/retrieval mechanisms, payment/accounting, etc.).	Short	IFS	AP/CP/LUR
Action G2.3	Track process-related customer complaints at LDCC and in field offices, and bring resolution to most problematic areas.	Short	CP	IFS
Action G2.4	Identify technology bottlenecks in workflows/ customer service and assess/re-design/ implement business process changes for enhancing service delivery.	Short	IFS	AP/CP/LUR
Action G2.5	Implement a technology solution for obtaining employee feedback for identifying and implementing improvements to DRP operation.	Short	IFS	AP/CP/LUR
Action G2.6	Implement effective paper file management.	Medium	IFS	AP/CP/LUR
Action G2.7	Identify funding to digitize paper files.	Long	Executive Mgt	IFS

**GOAL G – ORGANIZATIONAL EXCELLENCE AND CUSTOMER SERVICE**

**Objective – G3: Improve collaboration and communication between all DRP divisions to ensure work products reflect Department perspectives.**

	Actions	Timeline (Short, Medium, Long)	Lead	Support Partners
Action G3.1	Survey staff to identify tasks, processes or workflows that are inhibited by a lack of collaboration.	Short	Section Heads	Deputy Directors
Action G3.2	Continue the use of cross-division meetings that increase the collaboration between divisions.	Short	Section Heads	Deputy Directors
Action G3.3	Create a web portal to facilitate comments by DRP staff and streamline the ongoing review of the Zoning Code and other planning documents such as the General Plan and community plans.	Short	IFS	AP
Action G3.4	Provide a process to share section meeting notes at a central location to facilitate collaboration between sections and across DRP.	Short	AP/CP/LUR	IFS
Action G3.5	Incorporate collaboration goals and initiatives into employee review/expectations/workflow to encourage active collaboration.	Medium	Section Heads	Deputy Directors
Action G3.6	Increase collaboration between divisions/sections while preparing plans, permits and policies.	Medium	Deputy Directors	Section Heads
Action G3.7	Establish an internal review procedure between DRP divisions that is similar to consultation processes with other Los Angeles County agencies.	Medium	Deputy Directors	Section Heads
Action G3.8	Evaluate the office work environment to determine if efficiencies and improvements could be made through layout changes and/or personnel moves. [Also Supports Objective G4].	Medium	Executive Mgt	IFS
Action G3.9	Identify ways to allocate time, staff and resources as necessary towards increasing collaboration between divisions/sections.	Long	Deputy Directors	

**GOAL G – ORGANIZATIONAL EXCELLENCE AND CUSTOMER SERVICE****Objective – G4: Enhance work environments.**

Actions		Timeline (Short, Medium, Long)	Lead	Support Partners
Action G4.1	Identify options for improving the physical work environment and assess their feasibility.	Medium	IFS	AP/CP/LUR
Action G4.2	Complete a comprehensive review and assessment to identify workspace needs that will improve the work flow within sections and divisions.	Long	IFS	AP/CP/LUR

**GOAL G – ORGANIZATIONAL EXCELLENCE AND CUSTOMER SERVICE****Objective – G5: Maintain long-term financial viability to ensure DRP has the resources and staffing levels needed to address Department goals and priorities.**

Actions		Timeline (Short, Medium, Long)	Lead	Support Partners
Action G5.1	Identify efficiency initiatives to realize potential cost savings for DRP to maximize impacts of available DRP resources.	Short/Med	Executive Mgt	Section Heads
Action G5.2	Identify opportunities for implementing strategies that increase revenue and enhance service delivery for DRP.	Short/Med	Executive Mgt	Section Heads

**GOAL G – ORGANIZATIONAL EXCELLENCE AND CUSTOMER SERVICE**

**Objective – G6: Build capacity in the areas of urban design, historic preservation, environmental compliance, grant management, and graphic design.**

Actions		Timeline (Short, Medium, Long)	Lead	Support Partners
Action G6.1	Identify roles/responsibilities/needs in historic preservation. Hire staff with expertise or develop staff capacity accordingly. [Also Supports Goal F.]	Short	AP	CP
Action G6.2	Identify roles/responsibilities for Impact Analysis. [Also Supports Objective A4.]	Short	AP	Executive Mgt
Action G6.3	Identify roles/responsibilities/needs in grant management. Hire staff with expertise or develop staff capacity accordingly. [Also Supports Objective G5.]	Medium	IFS	AP
Action G6.4	Identify specific roles/responsibilities/needs for urban design. Hire staff with expertise or develop staff capacity accordingly. [Also Supports Goal F and Objective B3.]	Medium	AP/CP	
Action G6.5	Identify specific roles/responsibilities/needs for graphic design. Hire staff with expertise or develop staff capacity accordingly. [Also Supports Goal D.]	Medium	IFS	
Action G6.6	Review Class Specifications for the planning series positions, particularly RPA II, to recruit these areas of expertise.	Medium	IFS	AP/CP/ LUR



**GOAL G – ORGANIZATIONAL EXCELLENCE AND CUSTOMER SERVICE**

**Objective – G7: Determine where Impact Analysis, Ordinance Studies, Special Projects, and Grant Management should be located within the DRP organizational structure to effectively meet the needs of the organization.**

Actions		Timeline (Short, Medium, Long)	Lead	Support Partners
Action G7.1	Inventory key functions and clarify roles and responsibilities for the sections identified above to determine whether an adjustment of responsibilities or change in DRP organizational structure is necessary. [Also Supports Objective G5.]	Short	AP/CP/ LUR/IFS	Executive Mgt
Action G7.2	Restructure according to established roles and responsibilities of above sections.	Short	Executive Mgt	IFS

**GOAL G – ORGANIZATIONAL EXCELLENCE AND CUSTOMER SERVICE****Objective – G8: Take decisive steps to improve staff morale.**

	<b>Actions</b>	<b>Timeline (Short, Medium, Long)</b>	<b>Lead</b>	<b>Support Partners</b>
Action G8.1	Provide staff with temporary and voluntary Department-wide and cross-training activities. [Also Supports Objective F1.]	Short	Executive Mgt	Section Heads
Action G8.2	Develop confidential communications channels where staff can safely provide feedback directly to management.	Short	Executive Mgt	
Action G8.3	Develop an employee recognition program to recognize and reward outstanding employee achievement.	Short	IFS	AP/CP/LUR
Action G8.4	Conduct a comprehensive review of the RPA II and Senior RPA items to ensure that assigned job duties and responsibilities align with the appropriate job class. [Also Supports Objective F2.]	Medium	IFS	Section Heads
Action G8.5	Research and develop a plan to improve the physical work environment by creating work spaces conducive to teamwork and collaboration. [Also Supports Objective G4.]	Long	IFS	CEO
Action G8.6	Encourage and organize non-work-related group activities to improve relations between sections and strengthen overall Department morale. [Also Supports Objective F3.]	Long	Deputy Directors	Section Heads
Action G8.7	Conduct a compensation study to compare DRP planner salaries to those in the City of Los Angeles Planning Department and those of other large California jurisdictions.	Long	IFS	

**GOAL G – ORGANIZATIONAL EXCELLENCE AND CUSTOMER SERVICE****Objective – G9: Establish a land development One-Stop Center.**

	<b>Actions</b>	<b>Timeline (Short, Medium, Long)</b>	<b>Lead</b>	<b>Support Partners</b>
Action G9.1	Conduct a Feasibility Study for a land development One-Stop Center.	Short	CEO	DRP/DPW/PH/Fire/DPR







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