REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: November 18, 2022

CAO File No. 0220-06005-0001
Council File No. 10-1064, 12-0737, 13-0046, 14-0600-S12, 15-0316, 19-1278, 21-0643
Council District: All

To: The City Council

From: for Matthew W. Szabo, City Administrative Officer

Reference: Interdepartmental Request dated August 22, 2022 from the Department of Public Works, Bureau of Engineering, Bureau of Contract Administration, Department of City Planning and Other Departments involved in Development Services

Subject: **STATUS UPDATE AND JOINT REQUEST FOR FUNDING FROM THE DEVELOPMENT SERVICES TRUST FUND FOR SECOND YEAR CONSULTANT SERVICES FOR THE BUILDLA PROJECT**

RECOMMENDATIONS

That the Council, subject to the approval of the Mayor:

1. Request the Controller to:
   i. Appropriate a total $3.5 million from the Cash Balance of the Development Services Trust Fund, Fund 58V, Department No. 8, Account Number TBD – BuildLA IT Project for consultant services to the BuildLA Project;

   ii. Appropriate a total of $2.65 million of the Cash Balance from the Development Services Trust Fund, Fund 58V, Department No. 8, to the departmental accounts in the amounts reflected in the table below:

Account No.	Account Name	Appropriation Amount
TBD	BuildLA IT Project – BOE	$ 200,000
TBD	BuildLA IT Project – DCP	$ 300,000
TBD	BuildLA IT Project - LASAN	$ 500,000
TBD	BuildLA IT Project – StreetsLA	$ 300,000
TBD	BuildLA IT Project – BCA	$ 350,000
TBD	BuildLA IT Project – LADOT	$ 400,000
TBD	BuildLA IT Project – LAHD	$ 300,000
TBD	BuildLA IT Project – Fire	$ 300,000
	Total:	**$ 2,650,000**

   iii. Transfer a total of $2.05 million from the Development Services Trust Fund, Fund 58V, Department No. 8, various accounts, to various funds and accounts reflected in the table below:

Transfer From:						Transfer To:				
Fund	**Dept. No.**	**Account**	**Account Name**	**Amount**		**Fund**	**Dept. No.**	**Account**	**Account Name**	**Amount**
58V	08	TBD	BuildLA IT Project - BOE	$ 200,000		682	50	TBD	BuildLA IT Project - BOE	$ 200,000
58V	08	TBD	BuildLA IT Project – DCP	$ 300,000		682	50	TBD	BuildLA IT Project – DCP	$ 300,000
58V	08	TBD	BuildLA IT Project – LASAN	$ 500,000		682	50	TBD	BuildLA IT Project – LASAN	$ 500,000
58V	08	TBD	BuildLA IT Project – StreetsLA	$ 300,000		682	50	TBD	BuildLA IT Project – StreetsLA	$ 300,000
58V	08	TBD	BuildLA IT Project – BCA	$ 350,000		682	50	TBD	BuildLA IT Project – BCA	$ 350,000
58V	08	TBD	BuildLA IT Project – LADOT	$ 400,000		50Y	94	94RY03	Case Logging and Tracking System Upgrade	$ 400,000
			Total:	**$ 2,050,000**					**Total:**	**$ 2,050,000**

2. Authorize the General Managers of the Bureau of Engineering, Bureau of Contract Administration, Bureau of Street Services, Bureau of Sanitation, City Planning, Housing Department, Transportation, and the Fire Chief, or designees, to make technical corrections as necessary to instructions included in this report, to implement Councils intent, subject to the City Administrative Officer's approval;

3. Instruct the Department of Public Works, Bureaus of Engineering, Contract Administration, Street Services, Sanitation, the Department of City Planning, the Los Angeles Housing Department, the Department of Transportation, and the Los Angeles Fire Department to provide proof of Development Services Trust Fund expenditures to the Department of Building and Safety after each invoice is processed;

4. Direct the Department of Public Works, Bureau of Engineering to continue to provide an annual report to the Mayor and Council on the work performed and costs expended by the consultant on the BuildLA Project for the duration of the project; and,

5. Note and File the attached updated BuildLA Project Charter Version 9, dated October 26, 2022, as it is for informational purposes only.

SUMMARY

On September 13, 2022, this Office received the first annual report (Joint Report - Attachment 1) from the BuildLA Steering Committee and a request to fund $6.15 million in Year 2 BuildLA Project (Project) costs. The Joint Report is from the Department of Public Works, Bureau of Contract Administration (BCA), Bureau of Engineering (BOE), Bureau of Street Services (StreetsLA), Bureau of Sanitation (LASAN), Department of Building and Safety (DBS), Department of Transportation (LADOT), Los Angeles Fire Department (LAFD), Los Angeles Housing Department (LAHD), and the Department of City Planning (DCP).

The purpose of the Project is to implement a centralized portal and electronic planning and permitting solution that supports the improved delivery of development services through an

automated, centralized, and simplified workflow. The Joint Report provides details on: 1) Year 1 departmental activities and updates on the multiple components of the Project; 2) a request for Year 2 funding from the Development Services Trust Fund (DSTF) in the amount of $3.5 million to fund BOE consultant services for the continued development of the Project; and, 3) a new one-time request from impacted departments totaling $2.65 million for consultant services to assist City staff with upgrading department-specific permitting application and software that will eventually be integrated with the centralized BuildLA Portal.

On November 8, 2022, our Office received the BuildLA Project Charter, Version 9 (Charter - Attachment 2). The Charter outlines the key elements of the BuildLA Project, such as the purpose and objectives, roles and responsibilities of internal and external stakeholders, and the scope of the activities and tasks to be undertaken. This Office has signed the Charter and it is attached to this report for reference.

Our Office has reviewed the request, completed our analyses, and consulted with DBS on the eligibility and availability of the funds requested. We concur with the Joint Report recommendations to approve the total Year 2 funding in the amount of $6.15 million which will further advance the Project's objectives. It should be noted that this report adds to and corrects updated accounting information in the Joint Report. These additional recommendations are to: 1) direct the development services departments to submit proof of expenditures to DBS to verify eligible uses, 2) direct BOE to continue to provide annual reports and funding updates; and 3) note and file the attached BuildLA Project Charter, Version 9 dated October 26, 2022, with a request that any future updates of the Charter be presented to the Planning and Land Use Management Committee.

BACKGROUND

Since 2010, the Mayor and Council have taken multiple actions and provided resources to improve the City's development review and permitting processes (C.F. 10-1064). In January 2011, the City contracted with KH Consulting Group and Woolpert, Inc. to examine the City's development review processes. The consultants identified technology improvements and accompanying process reforms to improve the efficiency, transparency, and predictability of the development review process. Specifically, the processes that are expected to be improved, include 1) planning entitlements, 2) plan check review, 3) permit issuance, 4) clearance approvals, 5) certificate of occupancy approvals, and 6) payments. In 2011, the Mayor approved a Strategic Plan that directed the City to develop a unified system for development services, including a common architecture and infrastructure, common business applications, and common support tools.

In 2012, the Council authorized the City to contract with Gartner Consulting to develop a detailed system solution strategy and assist in a Request for Proposals (RFP) process to select a vendor to further implement BuildLA (C.F. 15-0316). The intended goal was a centralized portal with an electronic planning and permitting system that supports the improved delivery of development services. Ultimately, the RFP process of selecting a vendor was unsuccessful, and in the end, the City departments engaged in permitting and development services collaborated to address the reform elements identified in the Strategic Plan. The result was the development of a five-year plan

focused on development of the BuildLA Portal through consultant support services to be led and managed by the BOE.

BuildLA Charter
The Project is governed by the BuildLA Charter, which serves as the foundation for Project stakeholders to buy-in, invest, and authorize the team to apply approved City resources to define project activities and tasks. The Charter identifies specific goals and projects for BuildLA and has four levels of review. The multiple levels are comprised of representatives from the Mayor's Office and City departments focused on project/task and decision making responsibilities. The Charter was updated on October 26, 2022 and is Attachment 2 to this report.

Notable Year 1 Achievements and Milestones
During the first year, the department focused its efforts on helping City departments engaged in development services transition to online services in order to continue to deliver services during the COVID-19 pandemic. A citywide Appointment System was launched on December 9, 2021. All development services departments have at least one service available for in-person or virtual appointments, with over 78 services currently available with more coming online in future months. Further, the Launch Readiness Prerequisites checklist was developed to assist departments in adding their services to the platform. In February 2022, development began on a Virtual Counter element to the Appointment System. The Virtual Counter element allows for same-day service by waiting in a virtual queue, similar to the service a customer would receive by going to a physical public counter. BOE and LASAN are currently using the system and report an average wait time of 30 minutes. Lastly, BOE's Universal Cashiering System was expanded to include additional departments.

Additionally, individual departments made progress on their own system upgrades and goals during Year 1. Pages 8-23 of the Joint Report details each department's achievements during the first year. It should be noted that subsequent to the release of the Joint Report, DBS notified this Office of updates regarding the Universal Cashiering System. This system was implemented in July 2020, and the department continues to work with its vendor Core Technologies, Inc. (Core) to continue to improve the system. LADBS initially reported that there would be a second phase of the project where the vendor would develop a Business Center to allow customers to pay for services online. However, during the pandemic, the department developed an internal system for customers to pay development fees. Since customers already have the ability to pay for services online, the Business Center is no longer necessary and that phase has been canceled. LADBS will continue to work with Core to resolve production issues.

Multi-Department Project (BuildLA Portal) - Year 1 Funding
In August 2021, the Council authorized $2 million from the DSTF for the first year of the five year Project. At the time, annual program costs were estimated at $2 million and $10 million for the full five years. The first year funds were for consultant services to assist City staff with expediting first year goals (C.F. 21-0643). Later, $1 million was provided from the Public Works Engineering Equipment and Training Trust Fund for work on various BOE system updates. BOE selected Psomas as the most qualified bidder from its on-call list and executed a Task Order Solicitation of up to $10 million to provide staff augmentation for project management and programming services

for BuildLA. As of October 12, 2022, $0.98 million has been expended and $1 million has been encumbered.

BOE now reports an average of $3.5 million will be required annually for the BuildLA Portal starting Year 2 which will result in a revised total program costs of $18.65 million through Year 5 for the Multi-Departmental Project. These increases are due to the anticipated increased cost in programming resources needed to expedite work on the BuildLA Portal and new department specific funding requests to upgrade department-specific permitting systems. Table 1 reflects the original and now updated annual and total 5-year estimated costs. Table 2, later in this report, details the changes in the application development and support costs that have resulted in the increased Year 2 annual costs.

Table 1: Original and Revised BuildLA Project 5-Year Costs

	April 20, 2021	August 22, 2022 Updated*
Year 1 (FY 2021-22)	$ 2,000,000	$ 2,000,000
Year 2 (FY 2022-23)	$ 2,000,000	$ 6,150,000*
Year 3 (FY 2023-24)	$ 2,000,000	$ 3,500,000
Year 4 (FY 2024-25	$ 2,000,000	$ 3,500,000
Year 5 (FY 2025-26)	$ 2,000,000	$ 3,500,000
Total:	**$ 10,000,000**	**$ 18,650,000**
* Year 2 Costs include $2.65 million in department-specific requests for departmental system upgrades		

BuildLA Application Goals and Project Support Consultant Costs - Table 2 details changes in costs of the Multi-Departmental Project between Year 1 and Year 2. The Year 2 request includes $1.75 million for application development and $1.75 million for project management and support. Goals that would be addressed in Year 2 are: 1) expansion and implementation of the Virtual Counter, 2) establishment of a single project identifier to be used across all systems, 3) establishment of a real-time data warehouse that will connect with various departmental systems that will be used as the basis of the BuildLA Portal, and, 4) completion of other initiatives defined in the Charter. Additional details can be found in the Joint Report and Charter.

Table 2: Cost Approximation Changes from the First and Second Year

Position Category	Position	Estimated Year 1 Cost	Estimated Year 2 Cost
Application Development	Business Analyst	$ 45,000	$ 150,000
	Programmer/Developer	$ 630,000	$ 860,000
	GIS Support	$ 75,000	$ 25,000
	Subject Matter Expert	$ 255,000	$ 200,000
	Solutions Architect	$ 90,000	$ 265, 000
	Systems Architect	-	$ 125,000
	UI/UX	$ 60,000	$ 50,000
	Accounting Specialist	-	$ 50,000
	Cyber Security	$ 55,000	$ 25,000
	Subtotal:		$ 1,750,000
Project Management and Support	Program Manager	$ 700,000	$ 300,000
	Project Manager		$ 700,000

	Assistant Project Manager		$ 300,000
	Project Coordinator		$ 100,000
	Subject Matter Expert		$ 200,000
	Quality Assurance Support		$ 150,000
	Subtotal:		$ 1,750,000
	Total:	**$ 2,000,000**	**$ 3,500,000**

Department Specific Funding Requests - Year 2

While Psomas is working on the multi-departmental Project (BuildLA Portal) through its contract with BOE, each development service department is responsible for managing and updating their own respective permitting applications that will be integrated with the BuildLA Portal. In order to expedite these updates, individual departments are requesting funds for contractual services to augment staffing resources. These funds for contractual resources are necessary due to city-wide challenges in hiring vacant positions, particularly in the Programmer/Analyst classification required for the Project. Approval of the departmental requests will accelerate improvements to the various permitting applications departments use to ensure integration with the BuildLA Portal within the next few years. These requests are eligible to be funded by the DSTF as the various permitting systems support the Development Service Centers in the issuance of permits and other development services. The chart below summarizes the requested funding amount for each department:

Table 3: Second Year Funding Requests by Department

Department	Requested Funding Amount
BOE	$ 200,000
DBS	No funding requested
DCP	$ 300,000
LASAN	$ 500,000
StreetsLA	$ 300,000
BCA	$ 350,000
LADOT	$ 400,000
LAHD	$ 300,000
LAFD	$ 300,000
Total:	**$ 2,650,000**

Additional information on how each department plans to utilize its requested funds can be found in pages 9-22 of the Joint Report.

As of October 31, 2022, LADBS reports the DSTF has a cash balance of $49.9 million, of which the unappropriated and available cash balance is $38.03 million. This revenue is based on the fees subject to the surcharges for development services centers identified in LAAC Section 5.321 creating the DSTF. The amounts received from the surcharge are pursuant to LAAC Section 19.08, 57.118, 61.17, and 98.0410 which adds a surcharge in an amount equal or greater of three percent of the fee or $1.00 to each fee imposed for any permit, license, or application as provided in the LAAC, fire/life safety plan review and fire/life safety inspection services, various permits and services issued by BOE. At this time, there are no other requests or anticipated expenditures for

DSTF funding outside of the appropriated cash balance of $11.89 million and the LADBS have determined the proposed uses are eligible and concur with the recommendations.

FISCAL IMPACT STATEMENT

There is no impact to the General Fund. The recommendations in this report to appropriate $6.15 million for BuildLA comply with the City's Financial Policies in that the proposed funding for the work to be performed by the consultants are available and will be fully supported by the Development Services Trust Fund No. 58V.

FINANCIAL POLICIES STATEMENT

The recommendations in this report comply with the City's Financial Policies in that the proposed work will be supported by special funds, which are supported by dedicated funding sources, and spending is to be limited to the mandates of the funding source.

Attachment 1: August 22, 2022 BuildLA Project Annual Report and Funding Request (C.F. 21-0643)
Attachment 2: October 26, 2022 BuildLA Project Charter, Version 9

MWS/YC/JVW:SEV:15230021C

FORM GEN. 160 (Rev. 11-02)

CITY OF LOS ANGELES
INTERDEPARTMENTAL CORRESPONDENCE

Date: August 22, 2022

To: Matthew W. Szabo, City Administrative Officer
Office of the City Administrative Officer

Attn: Sarah Verin, Administrative Analyst

From: John L. Reamer, Jr., Director — *Signature Attached*
Bureau of Contract Administration

Ted Allen, City Engineer — *Signature Attached*
Bureau of Engineering

Keith Mozee, Director — *Signature Attached*
Bureau of Street Services

Osama Younan, General Manager — *Signature Attached*
Department of Building and Safety

Connie Llanos, Acting General Manager — *Signature Attached*
Department of Transportation

Barbara Romero, Director — *Signature Attached*
LA Sanitation and Environment

Kristin M. Crowley, Fire Chief — *Signature Attached*
Los Angeles Fire Department

Ann Sewill, General Manager — *Signature Attached*
Los Angeles Housing Department

Vincent Bertoni, Director — *Signature Attached*
Los Angeles City Planning

Subject: **SECOND ANNUAL REQUEST FOR FUNDING FROM THE DEVELOPMENT SERVICES TRUST FUND FOR CONSULTANT SERVICES AND STATUS REPORT FOR THE BUILDLA PROJECT (COUNCIL FILE 21-0643)**

RECOMMENDATIONS:

The account information gathered and listed in Recommendations 2a through 2i is the best information available at the time of this report but should be confirmed and revised as necessary in the preparation of the CAO report to City Council.

1. That the Planning and Land Use Management (PLUM) Committee of the City Council APPROVE, pursuant to Section 5.321.(l) of the Los Angeles Administrative Code (LAAC), to allocate and expend $6,150,000 from the Development Services Trust Fund (DSTF) for the continuation of consultant services for the BuildLA Project (Project).

2. That the City Council (Council), subject to approval of the Mayor:

    a. AUTHORIZE the City Controller (Controller) to appropriate $6,150,000 within the DSTF into Fund 58V, Department 8, Account Number TBD, Account Name BuildLA IT Project;

    b. AUTHORIZE the Controller to transfer $3,700,000 from Fund 58V, Department 8, Account TBD-BuildLA IT Project to Engineering Special Service Fund No. 682 Dept. No. 50, Account No. 50VVHC, “BuildLA IT Project”;

    c. AUTHORIZE the Controller to transfer $300,000 from Fund 58V, Department 8, Account TBD-BuildLA IT Project to Engineering Special Service Fund No. 682 Dept. No. 50, Account No. TBD, “BuildLA IT Project - DCP”;

    d. AUTHORIZE the Controller to transfer $500,000 from Fund 58V, Department 8, Account TBD-BuildLA IT Project to Engineering Special Service Fund No. 682 Dept. No. 50, Account No. TBD, “BuildLA IT Project - LASAN”;

    e. AUTHORIZE the Controller to transfer $300,000 from Fund 58V, Department 8, Account TBD-BuildLA IT Project to Engineering Special Service Fund No. 682 Dept. No. 50, Account No. TBD, “BuildLA IT Project - StreetsLA”;

    f. AUTHORIZE the Controller to transfer $350,000 from Fund 58V, Department 8, Account TBD-BuildLA IT Project to Engineering Special Service Fund No. 682 Dept. No. 50, Account No. TBD, “BuildLA IT Project - BCA”;

    g. AUTHORIZE the Controller to transfer $400,000 from Fund 58V, Department 8, Account TBD-BuildLA IT Project to Transportation Review Fee Fund No. 50Y Dept. No. 94, Account No. 94RY03, “BuildLA IT Project - LADOT”;

    h. AUTHORIZE the Controller to transfer $300,000 from Fund 58V, Department 8, Account TBD-BuildLA IT Project to Fund No. 100 Dept. No. 43, Account No. 003040, “Contractual Services”;

i. AUTHORIZE the Controller to transfer $300,000 from Fund 58V, Department 8, Account TBD-BuildLA IT Project to Fund No. 100 Dept. No. 38, Account No. 003040, “Contractual Services”; and

j. AUTHORIZE the City Engineer or designee to make any technical and accounting corrections to effectuate the intent of the Council and Mayor.

3. That Council RECEIVE AND FILE this annual report on the status and progress of the Project, and on the work performed and the cost expended by the consultant.

BACKGROUND

Development services in Los Angeles are performed by various departments and customers must navigate those processes independently. The Project seeks to provide the City’s development services customers a more transparent, predictable, and efficient experience by displaying information from all development services departments in one place, while providing the City’s staff more simplified electronic interactions, automated handoffs, and efficient business operations. The scope of the Project includes multi-departmental and department-specific assignments and tasks and is anticipated to take at least five (5) years to implement.

On July 28, 2021, Council approved $2,000,000 from the DSTF to fund the first year of a consultant task order for the Project. Subsequently, on August 24, 2021, Council approved the reallocation of $1,200,000 from previously appropriated funds from the DSTF for the Los Angeles Department of Building and Safety to further support the Project to fund task orders in support of the Project (CF 21-0643-S1). Separately, on April 23, 2021, the Board of Public Works approved the Bureau of Engineering (Engineering) allocation of $1,000,000 from the Public Works Engineering Equipment and Training Trust Fund for the Project and awarded a Task Order to Psomas (Consultant), to provide staff augmentation for project management and programming services for the Project, with Engineering acting as the contract manager of the consultant services Task Order. This is a request for funding in the total amount of $6,150,000 from the DSTF. $3,500,500 of the request would fund the second year of consultant services to provide staff augmentation to assist with the delivery of the multi-departmental Project; and $2,650,000 would fund departmental projects which would be overseen by the individual departments.

Project Approach

The Project’s goal is to implement a centralized portal that will provide real-time development services information from all departments that is easy to use and navigate. In addition to the portal, the Project will identify, develop, and implement certain

applications to serve certain core functions for all interested departments. The BuildLA Project Team, comprised of staff from various City departments and the Consultant, is still identifying these functional workflow enhancements, but some enhancements under consideration include a centralized web application for clearances, customer service requests, unique project identifiers, tags, and virtual inspection. Although the Project will aim to interface with existing web applications as much as possible, it will require the replacement or enhancement of many City web applications to interface with the BuildLA data warehouse. As such, this is a very large project that would take many more years than currently planned if it were to rely solely on existing City staffing. The Task Order expenditures are structured on a time and materials basis, as actual work scope and assignments are issued to the Consultant as Project needs and solutions are identified.

Staff Augmentation
The Consultant is planned to be retained on an as-needed basis for approximately five (5) years, subject to funding approval. The contract with the Consultant is via a Civil Engineering Pre-Qualified On-Call contract with Engineering, which is set to expire on October 22, 2024. Engineering intends to request to extend this contract, subject to Board of Public Works and Council approval, which would allow for continuity of services for the Project. The Consultant services include project administration and management, solutions architecture design, software development, user interface/experience design, programming, financial, and other professional services. The first Notice to Proceed (NTP) for Year 1 was issued to the Consultant on April 28, 2021.

Project Charter
The scope of the Project is defined and approved by the BuildLA Steering Committee (Committee), comprised of representatives from the Mayor's Office and City departments, and memorialized in the Project Charter. The Project Charter provides vision and high-level objectives to guide the Committee and Project Team. It is in the process of being updated to reflect changing needs from when it was last revised and will subsequently be vetted to the Committee for review and approval. The update of the Project Charter is anticipated to be completed by the fall of 2022. This update will serve as the foundation for Project stakeholders to buy-in, invest, and authorize the team to apply approved City resources to project activities and tasks. In order to accomplish the goals of the Project, there are various multi-departmental components, which will be carried out by the Project Team, and department-specific assignments and tasks that will be managed individually by each respective department. Departments which receive funding through this request may elect to utilize the main Project Consultant, or may elect to utilize other contracting resources.

Multi-Departmental Components
The Committee previously identified the need to utilize consultant services to assist City staff in expediting the delivery of the Project. The Consultant Task Order is supporting the multi-departmental components of the Project which include creating a portal to guide and assist customers through the City's permitting and inspection process as well as other development services provided to the community. In order to create the portal, many

smaller tasks and components need to be implemented first, beginning with creating and maintaining an online citywide Appointment System and the updating of the Project Charter.

The portal will use technology to provide customers with access to the different services provided by City departments, as well as the status of their project as it goes through the City's review and approval process. Each department will remain responsible for maintaining their own applications and the work processes necessary to provide their services while being required to adopt database structures and protocols that will integrate seamlessly with the portal experience for the customer. The portal will use cloud technology, departmental and multi-departmental databases, secure file transfer protocol, and application programming interfaces (API) to construct a customer experience that provides transparency in the permitting and approval process. The implementation of this technology will allow the City to provide a road map that shows the status of the customer's project and use email and text services to regularly communicate with and update the customer throughout the process. Workshops for the Project have proposed that the portal could potentially be the gateway for the customer to find information related to the following services and links leading to the appropriate web application:

- Permits and other department services;
- In-person and virtual appointments;
- Inspections/Virtual Inspections;
- Clearances by other departments for permits;
- Payments and invoices;
- Customer service requests; and
- Manuals and other help documents.

As previously mentioned, much of that information will be drawn from existing departmental web applications, but some of it may be provided by new centralized web applications that will serve all interested City departments. This will require the creation of a sophisticated data warehouse and data exchange process(es) to centralize departmental data in one place in near-real time to be read by the portal, dashboards, etcetera. This will also require the use of certain standardized data lists and structures so that the data from various departments can be compiled seamlessly and in a clear and understandable manner. Finally, this information clarity and improved workflow will not only provide a benefit to customers but will also improve efficiency and functionality for City staff and the creation of dashboards and reports will enable more effective decision-making by City managers.

Support of Departmental Projects

In addition to the multi-departmental components of the Project, City departments are separately managing project development that is specific to the needs of their respective departments to align their applications to communicate with the BuildLA data warehouse. Each department will be responsible for overseeing their own departmental projects and for deciding the procurement method for staff augmentation to support the projects with any funding approved through this request.

A key challenge common amongst most departments has been the on-going difficulties in recruitment and hiring of the Programmer Analyst classification. This is the primary driving force behind many of the departmental requests. The difficulty in filling Programmer Analyst City positions has contributed to a higher dollar request this year as compared to the projection included in last year's funding request. Efforts will continue to be made to fill vacant programming positions and, once successful, will enable the level of Consultant programming augmentation to be reduced after the new employees have been properly trained.

PROJECT STATUS UPDATES

During the first year of the consultant Task Order, the Project's primary focus was to ensure access and continuation of development services to the public during the Mayor's Safer at Home Emergency Order. To that extent, once the Consultant was on-boarded and initial feedback was collected from the Committee, it was determined that the initial work plan should be adjusted to prioritize continuation and improvement of customer service by development of a Citywide appointment system, instead of initially reviewing and updating the formal Project Charter as originally planned.

Multi-Departmental Project Progress

The Project Team progressed rapidly after issuance of the NTP to identify and address the City's immediate needs. Within one week, the Project Team started work on the Appointment System. Implementing an online, citywide Appointment System was the priority because it could enable customers to schedule appointments, either in-person or virtually, to help resolve complex issues for specific departments and services that required in-meeting assistance with a City representative. Additionally, it was found that departments were managing their own customer appointments using existing tools and systems best available to them at the time. These tools and systems were of a wide range in terms of efficiency and ease of usage and were not uniform and therefore it was not user-friendly to require customers to use many different systems and methods. Resources were efficiently expended to design, implement, and launch this online Appointment System for citywide services. The Appointment System successfully went live on December 9, 2021, with a single City service to publicly use and test for issues and further improvements. A Launch Readiness Prerequisites checklist was also developed to guide and assist all the departments in adding their services to the Appointment System, as well as to ensure optimal customer experience. Additional services continue to be phased in gradually as each City Department fulfills the checklist requirements.

The Consultant outreached to, and continues to on-board and assist, the departments in their efforts to begin offering their City services in the In-Person and Virtual Appointment System. Currently, the system provides 78 available City services to the public and many more are expected to continue to come online in the following months, including for the Los Angeles Department of Water and Power.

In February 2022, the Project Team started the process of developing the Virtual Counter feature of the Appointment System. On June 10, 2022, the Project Team released the Virtual Counter element of the Appointment System, which allows customers access to same-day service by waiting in a virtual queue. Currently, Engineering and the Bureau of Sanitation (LASAN) are using this system and combined have served over 3,300 customers with an average wait time of only 30 minutes. The wait time is comparable, or less than, the wait time prior to Covid at the physical counter. But, the virtual counter saves the customer from having to drive to the City office and it also allows them to do other work while they wait in the convenience of their home or office. The Appointment System and Virtual Counter can be accessed via the appointments.lacity.org weblink.

Additionally, an accomplishment during Year 1 was the on-boarding of additional departments to use Engineering's Universal Cashiering System which allows for easy electronic invoicing and the ability to pay via electronic check and avoid credit card surcharges. In addition to the departments already using the system, the Project Team is currently assisting LASAN to implement the system for their use for Industrial Waste Management, and the Department of Cultural Affairs for general cashiering use.

Multi-Departmental Resource Utilization

Most of the resources during Year 1 were dedicated towards the development, on-boarding, training, and support of the Appointment System. The Project Team evaluated the needs and designed, tested, and implemented the Appointment System solution within six (6) months. The Project Team has released 11 system updates as well as weekly hot fixes to rapidly address any issues and improvement needs.

For the first year, Council approved a $2 million budget for consultant services in the following positions: Business Analysis Expert; Development Services Knowledge Expert; Financial Specialist; Geographic Information Specialist Programmer; Project Management and Support; Software Developers; Software Security Expert; Solution Architect; and User Interface Specialist.

As we move forward, the Project continues to ramp up as more needs are identified. As a result, and together with the difficulties in hiring programmers and other technical resources, the estimated budget for Year 2 is $3,500,000. As shown in the chart below, the rate of consultant expenditures for Project implementation over the course of Year 1 has increased.

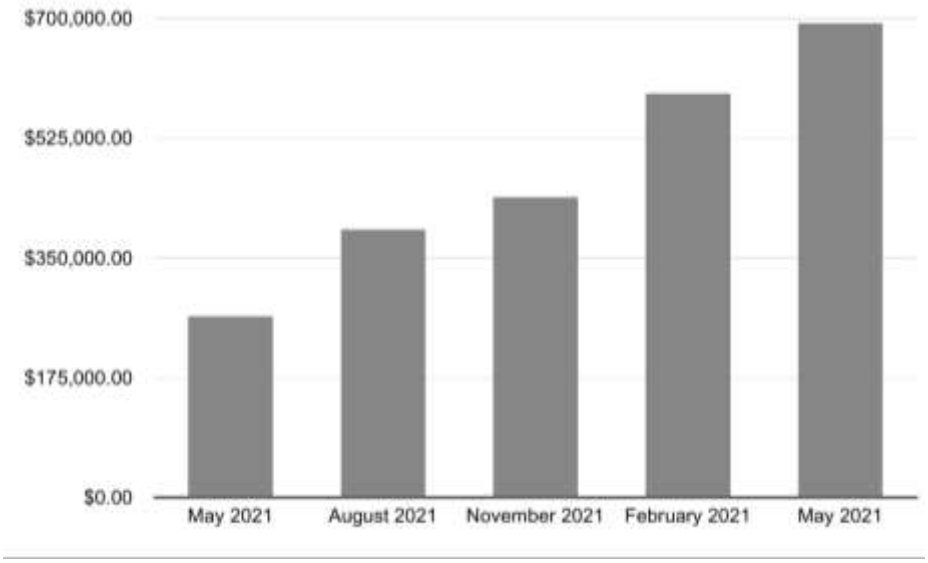

Figure 1: BuildLA Expenditures by Quarter Start

Multi-Departmental Project Goals - Year 2

The majority of Year 2 resources are planned to be expended on the continued implementation of a citywide Virtual Public Counter System, the update of the Project Charter, the establishment of a near real time data warehouse, testing of data warehouse connectors to departmental databases, and the initiation of the next project or portal component identified in the updated Project Charter. Additionally, the Project Team is working on the improvement or replacement of the Department of Public Works Office of Accounting's Financial Information Data Distribution System.

Multi-Departmental Year 2 Request / Explanation

Engineering anticipates the need for and is requesting $3,500,000 to implement the Year 2 multi-departmental Project components based on the current level of staff augmentation and a projected minor increase for certain new service types that will be required.

DEPARTMENTAL PROJECTS

Departments will be responsible for overseeing the utilization of resources and delivery of their departmental projects. The BuildLA Project Team, while coordinating the multi-departmental components of the Project, and providing staff augmentation if requested, will not be responsible for managing the overall delivery of departmental projects.

Bureau of Engineering

Project Progress

Many development service-related web applications used by Engineering are in need of updates in order to be compatible with the BuildLA data exchange and schema. The BuildLA Project Team has established a priority list of programming and training needs for the existing applications used by staff for permits issued by Engineering. Engineering

is overseeing the work by the Consultant and is working with the Consultant to identify training for Engineering staff. This task began in Year 1 and is expected to be ongoing through Years 2 and 3.

Many of the subtasks in the Task Order require customized programming that is, in many cases, being performed by the Consultant under the supervision of Engineering. Therefore, there is a task to document programming standards and facilitate knowledge transfer to the appropriate Engineering staff that will be tasked with the ongoing maintenance of the new applications. This task began in Year 1 and is expected to be ongoing through at least Years 2 and 3.

The Project Team implemented revisions to the Excavation (U) Permit online application used by utility companies to calculate the Street Damage Restoration Fee and incorporated changes to the Supplemental U Permit Review/Fee Adjustment Logic that was necessitated by changes to the Municipal Code. This task began in Year 1 and is mostly complete aside for some ongoing optimizations in Year 2.

Additionally, Engineering has made great progress in analyzing the utilization of department revenue codes and labor work orders and revising them such that they better align with existing fees to enable a more automated fee study. With these recent changes, Engineering now intends to initiate and perform a detailed fee study of revenue and labor alignments.

Engineering also enhanced and optimized the Customer Service Request system to better serve customers and employees.

Resource Utilization
Engineering uses both City resources and Consultant resources to provide project management, administration, programming, training, technical documentation, software maintenance, business process expertise and systems support to provide online services to customers and meet the goals and objectives of the Project. Engineering has a number of web applications that need to be revised or replaced in order to integrate with the BuildLA portal.

Project Goals – Year 2
Engineering has established specific goals for the Development Services Program that are aligned with and support the larger Project goals for the City. These bureau-specific goals will improve Engineering's permitting applications and the customer experience while following the technical guidelines for Project integration. The following tasks have been identified by Engineering and will be prioritized for implementation during Year 2:

- Replace the approximately 20-year-old Revocable permit web application;
- Automate the issuance of Revocable permits for those applying to transition from LA Al Fresco sidewalk dining temporary use authorities;

- Incorporate a workflow that includes LADOT review in order to issue Revocable permits for those applying to transition from LA Al Fresco on-street dining temporary use authorities
- Create a new centralized tag database for use in enabling flexible reporting and dashboards across permit types – most notably for affordable housing
- Implement tags in all primary Engineering permitting applications;
- Create an affordable housing dashboard;
- Perform a fee study; and,
- Train and transfer programming knowledge to Engineering staff.

Year 2 Request / Explanation
Due to the high demand of skilled programmers in the private sector, Engineering has not been able to fill almost half of its Programmer Analyst positions and does not have sufficient programming resources to perform this work in the desired time frame. As such, Engineering is requesting $200,000 funding to utilize one full-time programmer via the Consultant for programming, application development, training, and documentation for the online permit application system.

Los Angeles Department of Building and Safety (LADBS)

Project Progress

ePlanLA
LADBS implemented ePlanLA, an online permitting system, in 2019. ePlanLA allows online submission for permits requiring plan check. LADBS is currently working on expanding the types of plan checks that can be accepted online and anticipates completing this work in the next few years.

Most of the new ePlanLA improvements require customized programming. The ePlanLA project team is working on a list of enhancements on items such as improving the organization and appearance of receipts and fees as well as changes that will allow customers to apply for and submit multiple permits for one job.

Additionally, LADBS has identified several improvements that will allow permits to be processed faster. These changes include improving the layout of screens used by LADBS plan check engineers and improving screen filters so plan check engineers can easily identify high priority projects or delayed projects.

Executive Dashboard
LADBS performs inspections and issues permits every day. The Code Enforcement Bureau is responsible for responding to public complaints and monitoring known hazardous buildings and properties. LADBS Management needs to be able to monitor departmental performance in real-time to make necessary adjustments to ensure effective and efficient inspection, engineering, and code enforcement operations. LADBS currently utilizes static reports that run on a regular schedule weekly or monthly. These

reports provide broad summaries. The executive dashboard will allow LADBS Management to view real time data and easily drill into the data to identify trends and make educated decisions to improve operations.

This project component will allow LADBS to take full advantage of modern advanced reporting tools such as Tableau or Microsoft Power BI. LADBS plans to hire a data scientist to create a presentation layer for management to gain an understanding of the status of daily operations. A map-based interface would show LADBS performance City-wide as well as by Council District. The creation of an Executive Dashboard will be performed by contractors under the supervision of LADBS.

Once an Executive Dashboard is created for LADBS management, LADBS will explore providing a similar interface for the LADBS website. This transparency will serve both LADBS and the public well in understanding LADBS performance and timelines for LADBS services.

Universal Cashiering System

The Universal Cashiering System was implemented in July 2020. LADBS continues to work with Core, the Universal Cashiering vendor, to improve the system.

The second phase of the Universal Cashiering System project is the development of the Business Center. The Business Center is the online component of the cashiering system that will allow customers to pay for and process transactions in a universal, single point via the internet. Work on the Business Center has been put on hold to allow LADBS and Core to address production issues with the Universal Cashiering System. LADBS is working with Core to get the Business Center project back on track.

ePermit

The ePermit system is an online system that allows customers to easily apply for, pay for, and receive permits for small projects that do not require a plan check. The software is maintained by 3Di, and the servers are maintained by LADBS. LADBS and 3Di have been performing updates to expand the usefulness of the system.

In the last year, 3Di and LADBS have worked together to perform several updates to the ePermit system.

- Implement enhancements to the ePermit Solar PV process, allowing more customers to be eligible for an express permit. In particular, the maximum wattage allowed for an express permit was increased. Also, Solar PV permits with Energy Storage Systems are now accepted through the ePermit system. By allowing more permits to be eligible using the ePermit system, LADBS has reduced the need for many customers to come into the Development Services Center (DSC) to obtain a permit.

- Streamline the creation of a virtual appointment within the ePermit system. An appointment system was integrated into ePermit, to enable customers to easily schedule an appointment when a project is ineligible for an express permit.
- Implement various fixes to the fees.
- Update system texts and associated information bulletins.

Resource Utilization

ePlanLA
LADBS uses both City staff and contractor resources to provide project management, administration, programming, training, technical documentation, software maintenance, business process expertise, and systems support for ePlanLA. LADBS is tasked with running the ePlanLA systems and servers to provide plan check and permitting services to the development community, property owners, and residents. There is an urgent need to use contractor services to assist LADBS with maintaining and advancing the abilities of ePlanLA.

Executive Dashboard
LADBS will use both City resources and contractor resources to provide project management, administration, analysis, programming, training, technical documentation, software maintenance, business process expertise, and systems support for an Executive Dashboard. There is an urgent need to use contractor services to assist LADBS with creating an Executive Dashboard.

Universal Cashiering System
LADBS uses both City resources and contractor resources to provide project management, administration, programming, training, technical documentation, software maintenance, business process expertise, and systems support for the Universal Cashiering System. LADBS is tasked with running and maintaining the Universal Cashiering systems and servers. Core is responsible for the software running on the systems. When issues are found, LADBS must troubleshoot the problems and rule out issues with the server environment. There is an urgent need to use contractor services to assist LADBS with maintaining and advancing the abilities of the Universal Cashiering System. The development of the Business Center phase will require programming and project management roles that will be filled by contractors.

ePermit
LADBS uses both City resources and contractor resources to provide project management, administration, training, technical documentation, business process expertise and systems support for the ePermit System. LADBS is tasked with running and maintaining the ePermit servers. 3Di is responsible for the software running on the systems. There is an urgent need to use contractor services to assist LADBS with maintaining and advancing the abilities of ePermit.

Project Goals – Year 2

ePlanLA

LADBS has established specific goals for ePlanLA that are aligned with and support the larger City BuildLA Project goals. These goals will improve ePlanLA by allowing more types of permits to be accepted and issued online, and also improve the customer and internal LADBS employee experience. The following tasks have been identified by LADBS and will be prioritized for implementation during Year 2:

- Allow a change in the plan check type during the application process. For example, a customer originally submits an electrical permit application but later finds out a building permit is required.
- Allow customers to submit, pay for, and receive multiple permits for a single project in a single transaction. For example, obtain a mechanical and building permit for one job in one plan check.
- Allow a project submitted in person or via a paper plan to be transferred to ePlanLA for faster and more efficient processing. Update the verification process to make it more efficient. The current verification process requires time-consuming back and forth between the plan check engineer and the customer to the plan and supporting documents to ensure the building plans are adequate. Allow address ranges, so that large or complex projects encompassing multiple parcels or addresses can be processed online through ePlanLA.
- Improve receipts and status update screens to provide customers transparent information regarding the permitting process. This will reduce customer questions and complaints.
- Train and transfer programming knowledge to LADBS staff.

Executive Dashboard

LADBS expects to create the Executive Dashboard in one year. The following characteristics have been identified by LADBS and will be prioritized for implementation during Year 2:

- Create a Tableau, Power BI, or similarly based online system for reporting.
- Allow a user to view inspection, engineering, and Code Enforcement operations by geographical region.
- Allow a user to further breakdown data based on permit type (e.g., Mechanical, Electrical), date, value, and assigned inspector/engineer .
- Create efficient views of Code Enforcement tasks such as Vacant Building Abatement.
- Allow users to drill down into data. The initial view on the map may contain numbers of occurrences. As the user drills down, the actual data should be displayed.
- Provide an interface displaying how LADBS is performing inspection, engineering, and Code Enforcement tasks.
- Train and transfer support and programming knowledge to LADBS staff.

Universal Cashiering System
LADBS plans to work with Core to resolve all production issues with the Universal Cashiering System. Additionally, LADBS plans to work with Core to produce a project plan and then execute this project plan for the Business Center implementation. Current timelines show Business Center finishing development in November 2023

ePermit.
LADBS plans to continue to work with 3Di to continue to advance the ability of the ePermit system. Goals for Year 2 include:

- Implement the Angeleno account, allowing for a single user identification for customers to use across all City of Los Angeles applications.
- Allow a customer with a valid B contractor license to submit multiple permits in one transaction.
- Break down the fees on the customer receipt to show which department is charging each fee.
- Update the Solar PV fee to include cap.
- Expand the ePermit system to accept all permit types currently handled by the Express Permit Counter at the DSCs.
- Expand the ePermit system to accept Wet Sandblasting, Stair Repair, Damage Repair, Fire Damage Repair, Replace Prefab Fireplace, Replaster Pool, Siding, Roof Tiles, Balcony/Deck Coating, Roof Coating, Radiant Barrier, and Block Wall projects.

Year 2 Request / Explanation
LADBS plans to use funding through the traditional budget cycle, or previously approved funding, to utilize consultant services for project management, analysis, programming, testing, training, and documentation. There is no additional request for funding at this time.

DCP

Project Progress
DCP has upgraded and implemented two systems directly supporting the Development Services of the City. These are the Online Application System (OAS) portal and Planning Case Tracking System (PCTS). OAS has published all DCP-related applications online and facilitates the digital communication between the applicant and Planner. OAS has allowed DCP to continue the same level of operations and service levels as were conducted pre-pandemic. OAS has data pipelines to PCTS; this allows planners to quickly create a case based on application details. PCTS recently had a User Interface and Experience upgrade that allows Planners to manage cases more efficiently. DCP is currently working on many efforts to digitally integrate PCTS with other development service departments such as LADBS and Engineering.

Resource Utilization
DCP is tasked with running development service counters and providing services to the development community, property owners, and residents in an increasingly digital format. Therefore, DCP has identified an urgent need to use consultant services to assist DCP with these tasks in order to meet department-specific goals while also facilitating collaboration with other Development Services Departments.

Project Goals - Year 2
DCP has specific goals that will improve the entitlement process and customer experience via digitization and integrations with other Development Service Departments including:

- Further integration of PCTS and OAS with LADBS and Engineering. Engineering is currently working with vendors to develop a data integration and sharing platform for all BuildLA departments to plug into; and
- Extensive modifications and integrations via systems development (programming) for OAS and PCTS systems to plug into this data platform.

Year 2 Request / Explanation
DCP intends to utilize the programmers provided by the Consultant through Engineering's contract that are tasked with building the API for the BuildLA Portal. Two part-time programmers will be utilized to complete the integrations of these new BuildLA APIs to existing Planning Development Systems APIs. DCP requests $300,000 from the DSTF for programmer/developer services to fully implement Engineering's integration and sharing capabilities into OAS and PCTS. DCP will also provide some existing developer resources to complement this effort.

LASAN

Project Progress
The Low Impact Development (LID) Public Counters had no department-specific improvements started in Year 1. LASAN currently uses the LID Plan Check Submittal Portal (LID Portal) to intake and manage customer service requests for development services. The LID Portal is a web-based application that was created in-house and supports certain LID Public Counter services such as plan check review, plan restamp, building permit application clearance, certificate of occupancy clearance, and planning case referral form. The application allows customers certain limited services such as submitting electronic plans and documents online and checking the latest status of their service request. The LID Portal is a standalone application, and currently does not share data directly with other city applications. Aside from this web application, the LID Public Counter manages its workflow assignment and reporting via a Master Project Tracking Google Sheet. Additionally, once a project is approved and permitted, the LID Public Counter manually inputs project information into the Municipal Separate Storm Sewer System (MS4) Project Data Manager, to support the City's administration and reporting requirements under its National Pollutant Discharge Elimination System MS4 Permit.

Resource Utilization
LASAN currently uses both City resources and other consultant resources to manage and support its existing applications and tools to provide online services to customers and meet the goals and objectives of the Project. Due to the design and features of these tools and applications, City staff time is diverted from plan check activities to manage them, including manual tasks that may be automated via system improvements. The reduction in staff time on plan check activities impacts the level of customer service and the plan check review time provided by the LID Public Counter. As such, there is an urgent need to use the Project's consultant services to assist LASAN with certain system improvement tasks to meet bureau-specific goals while also supporting the implementation of technology to meet the Project's goals.

Project Goals – Year 2
The following bureau-specific goals will improve LASAN's permitting applications and the customer experience while following the technical guidelines for Project integration during Year 2. They also align with and support the larger Project goals for the City:

- Enhance or replace the LID Portal, to automate certain tasks and functions;
- Incorporate reporting and work assignment features into the LID Portal, to eliminate the need of the Master Project Tracking Google Sheet;
- Automate project data push from the LID Portal to the MS4 Project Data Manager, to eliminate manual entry of project data;
- Expand customer features in the LID Portal to improve and expand access to project status information, to both applicants and the general public;
- Implement tags to enable separate tracking of expedited affordable housing deadlines;
- Create an online library of how-to knowledge and documents similar to Engineering's Development Services Procedures Manual, for both customer and staff use; and,
- Train and transfer programming knowledge to LASAN staff.

Year 2 Request / Explanation
LASAN does not have sufficient programming resources to perform the work to complete the desired improvements. Also, due to the current staffing level of the LID Public Counter, it is necessary to secure additional resources to manage and support the project. As such, LASAN is requesting $500,000 to utilize consultant services for project management, programming, application development, training, and documentation, for the enhancement or replacement of the LID Portal and for the development of a Development Services Procedures Manual. This staff augmentation is estimated to consist of: one programmer/software developer (full-time), and two project managers (part-time, one assigned to the software development project and one assigned to procedures manual project). LASAN plans to utilize the existing BuildLA project's primary consultant contract, Psomas, through BOE, to hire the staff augmentation resources.

Bureau of Street Services (StreetsLA)

Project Progress
StreetsLA is implementing an Enterprise Asset Management System (EAMS) to help plan, prioritize, manage, and execute street infrastructure work. Key accomplishments include the initial evaluation of StreetsLA permitting needs and conceptualizing how the permitting process will integrate with NavigateLA, BuildLA, and the EAMS. Many deficiencies were identified through the evaluation of the existing permit process. These findings have guided StreetsLA in developing well-defined objectives for permit process improvement that will leverage technology and integrate with City building processes for better decision-making, permit management, and customer level of service improvements.

The evaluation of the existing permitting process and envisioning an integrated solution began in Year 1, and permit process modernization implementation will be ongoing through Years 2 and 3.

Resource Utilization
StreetsLA uses City resources and consultant resources to provide project management, administration, programming, training, technical documentation, software implementation and maintenance, business process expertise, and systems support to provide online services to customers and meet the goals and objectives of the Project. StreetsLA is tasked with more than 20 types of permits. As such, there is an urgent need to use consultant services to modernize permitting processes and integrate with the overall city BuildLA initiative.

Project Goals – Year 2
StreetsLA has established specific goals for modernizing the service delivery that is aligned with and support the Project goals. These goals will improve StreetsLA's permitting business processes and technologies that directly impact the customer experience and internal employee efficiency. The following tasks have been identified by StreetsLA that are prioritized for implementation during Year 2 that require staff augmentation:

- Implement a cloud-based permit solution that has a self-service public portal, process automation, and management, inspections management, and enforcement capabilities to improve Development Service requirements;
- Implement data architecture and dashboard for performance monitoring and management to track permit backlog status and processing time compliance;
- Integrate the new permit solution with StreetsLA's EAMS, Engineering's NavigateLA, and other supporting systems;
- Provide staff training and transfer programming knowledge to staff.

Year 2 Request / Explanation
StreetsLA currently has $100,000 in available funds and is requesting an additional $300,000 to fully implement the needed updates to replace the outdated and stand-alone StreetsLA permitting process. This will result in scheduling automation through online portals facilitating customer and staff coordination. StreetsLA does not have sufficient staffing and programming resources to implement its modernization efforts within a suitable timeline for City stakeholders. Integration, testing, and formatting require significant planning and troubleshooting to ensure all systems function as intended. These efforts are impeded by staffing shortages and difficulty filling vacancies quickly enough to keep pace with essential developmental efforts. StreetsLA is requesting $300,000 in funding to utilize consultant services for staff augmentation and project management, programming, application development, training, and documentation. This will consist of one part-time programmer, one part-time project manager, and one part-time business analyst.

Bureau of Contract Administration (BCA)

Project Progress
The BCA development service-related web-based applications are currently in production, as modules are being tested and improved as needed. However, they will need to be modified in order to interface with the BuildLA portal. Web coding and data structures will need to be modified in order to facilitate the transfer of data between these applications and BuildLA. In addition, they will require support and maintenance going forward, and BCA applications may need to be modified in the future in order to keep pace with modifications made to the BuildLA portal.

Resource Utilization
BCA is responsible for the inspection of all Public Works permits for private development throughout the city, and providing services to the development community, property owners, and residents. Consultants were used to provide project administration and management solutions, architecture design, software development, user interface/experience design, programming, and other professional services in the development and rollout of BCA's development services scheduling/inspection web-based applications. The continued use of these consultants is necessary to aid with the Project's initiative.

In addition, in order to ensure BCA's successful integration into the Project, BCA will initially rely on existing Information Technology (IT) staff, who are currently maintaining the existing systems, to absorb additional work. However, an additional full-time IT position will be required to effectively facilitate the integration of the existing system into BuildLA for the long term. This will allow the Project to provide online services to customers and meet the goals and objectives set forth by the Committee.

Project Goals - Year 2

BCA has established goals for the Development Services Program which support and simplify the larger Project goals for the City. The BCA goals include improving customer experience while following the technical guidelines for BuildLA integration. The following tasks will be prioritized for implementation during Year 2:

- Modify the scheduling/inspection application to show status of construction work in the public right-of-way;
- Ensure real time status of construction work is available for 24 hours a day, 7 days a week;
- Develop a direct link with BuildLA and BCA's inspection scheduling/inspection application;
- Develop a work plan to incorporate virtual inspection;
- Develop a work plan to incorporate other BCA applications to integrate with BuildLA; and,
- Train and transfer programming knowledge to BCA staff.

Year 2 Request / Explanation

The BCA is requesting $350,000 over the next 2 years to support the BuildLA initiative and to deliver on the results described herein.

Upon approval of this request, BCA initially anticipates working with a dedicated programmer to coordinate and hold meetings with BCA and other City staff to continue to capture and analyze the requirements to improve, develop and debug the Dispatch/Inspection system and prepare this system to be incorporated into the BuildLA platform. This programmer will also be instructed to advise BCA on the best approach to achieve those requirements in consideration of other existing applications and systems. The consultant will be expected to be proficient in web development tools, including but not limited to, PHP language and backend database MySQL server to continue the development and improve the system; familiarity with with HTML, JavaScript, JQuery and CSS and proficiency in the use of APIs to communicate with other systems.

BCA is requesting the services of a consulting firm to aid in this task. Without supplementing the work of existing BCA personnel with consultant services, BCA will not be able to successfully execute and integrate the BuildLA initiative on time. The consultants will provide project administration and management solutions, architecture design, software development, user interface/experience design, programming, and other professional services.

In addition, as noted above, BCA will require an additional IT position authority. This position will be responsible for coordinating work for with the BuildLA project, as well as making modifications and enhancements to BCA's systems as BuildLA grows and changes. This position will be requested as part of a future annual budget request.

Department of Transportation (LADOT)

Project Progress
LADOT utilizes the Case Logging and Tracking System (CLATS) portal as an internal platform to track development review cases, to generate activity reports, to check on compliance with performance goals, and to balance employee workloads. CLATS is not currently accessible to applicants and needs an upgrade to offer a web-based application and electronic plan checking.

Resource Utilization
LADOT uses both City resources and consultant resources to provide business analysis, development, program, and systems support to provide online services to customers.

Project Goals - Year 2
LADOT has identified the following goals for CLATS improvements for Year 2:

- Create flexibility to easily update the system to include new development review policies, city land use regulations, transportation analysis methods, review fees, etc.
- Incorporate a GIS platform that allows for mapping of project locations, off-site mitigation requirements, planned City-led projects, etc.
- Create two user interfaces: a customer (external) and City (internal) dashboard.

Year 2 Request / Explanation
LADOT currently has $125,000 in available funds but is requesting an additional $400,000 to fully implement the needed updates to improve or replace CLATS. LADOT will procure consultant services to develop a web-based application, the LADOT Development Review Portal, that tracks development review processes and associated review fees, provides an improved digital experience for development review service customers, and allows City staff to easily analyze data, create reports, and review performance goals. If deemed that existing funding is insufficient to accomplish desired improvements, LADOT may seek alternative funding or request additional funding from the DSTF after further consideration.

Los Angeles Housing Department (LAHD)

Project Progress
LAHD is currently working on migrating our in-house applications to the City-Wide Identity Management that will directly support the Development Services of the City of Los Angeles. In doing so, will provide the first step to enabling the customer with one universal login account throughout the City of Los Angeles to have access to LAHD data and applications via the BuildLA portal.

Resource Utilization
LAHD uses both City resources and consultant resources to provide business analysis, development, program, and systems support to provide online services to customers.

Project Goals - Year 2
LAHD will need to further analyze, develop, and programming to meet the goals of the Project. Specifically,

- Analyze workflows and collect business requirements of all tasks from LAHD's business operations and in-house applications that needs to feed into BuildLA. Ensure quality control and user experience ease of use.
- Develop systems (programming) to automate through APIs and improve in-house application workflows to provide various LAHD data connections to BuildLA.
- Continue to migrate in-house applications to utilize the Angeleno Account to seamlessly provide customer that universal access from LAHD applications to other departments' Angeleno Account-enabled applications.

Year 2 Request / Explanation
LAHD's current staffing level is dedicated to ensuring business-critical applications and operations are supported. LAHD requests $300,000 additional funding to utilize IT Services Contracts to provide one business analyst and one programmer to ensure a successful integration with BuildLA.

Los Angeles Fire Department (LAFD)

Project Progress
LAFD services utilize the Fire Inspection Management System (FIMS) for permit intakes, plans submittal, fee payment, plan review status tracking, inspection requests, and inspection results; including issued corrections. LAFD continues to add FIMS functions to increase efficiency, improve external and internal users experience, and promote transparency and accountability. In FY 2021-2022, FIMS was integrated with LADBS ePlan to allow Plan Check Engineers to collaborate, review, and approve plans electronically. In addition, FIMS was integrated with the LADBS Universal Cashiering system for in-person payments.

Resource Utilization
LAFD uses contractual services to perform project management, programing, technical documentation, and software maintenance. City staff provide subject matter experts on business processes, project administration, acceptance testing, external users support, and project alignment with the goals and objectives of BuildLA.

Project Goals - Year 2
LAFD has identified the following goals for Year 2:

- Improve external user experience and release a mobile application for customer portal;

- Integrate the BuildLA Appointment System with FIMS, and modify workflow to accept virtual appointments, walk-in appointment, and backroom reviews;
- Create a new dashboard to enhance housing projects tracking and processing time by automating email prompts for outstanding corrections on plan submittals, and report on project corrections and re-submittals;
- Issue plan review corrections via FIMS;
- Improve electronic communication with users;
- Incorporate document management in FIMS; and
- Create a management dashboard and reports to capture turnaround time and quantify dates for each step of the plan check process.

Year 2 Request / Explanation
The Fire Department is requesting $300,000 of contractual services for programing, application development, training, and documentation for the enhancement and added functions of FIMS. LAFD will procure one full-time programmer from an existing consultant contract to provide development and technical support, and to be responsible for system implementation, administration, maintenance, upgrade, enhancements, and customization.

FUNDING SUMMARY

Multi-Departmental Components – Year 2

The Committee has already requested the start of various efforts leading into Year 2 of the Task Order, as well as an increase in the pace of the delivery of milestones. Based on the experience from the work completed, and the expenditures consumed on the delivery of the Appointment System, the annual expenditure is estimated to increase to $3,500,000 over Years 2 through 5 to provide the additional services and new staffing needed to complete both the existing and proposed Sub-Tasks.

Prior to selecting a consultant, the City team made certain assumptions on the type of service roles and levels of service utilization for the solicitation of the consultant services. These assumptions were adjusted based on the Project's needs during the first year of the Task Order. Below is the City's current estimate of total Project cost for the estimated 5-year duration of the Project.

Cost Approximation of Second and Future Year Services

Projected Year 1 Cost / Year 1 Funding Request	$ 2,000,000
Estimated Year 2 Cost / Year 2 Funding Request	*$ 3,500,000*
Estimated Year 3 Cost	$ 3,500,000
Estimated Year 4 Cost	$ 3,500,000
Estimated Year 5 Cost	$ 3,500,000
Total Estimated Multi-Departmental Project Cost	$ 16,000,000

Based on the consumption rate to date, it is forecasted that an annual funding request of $3,500,000 should be made to support the Project. Actual Project duration and funding needs will depend on project needs as they are identified, as well as the ability of the City to contract the services. It is expected that once the Project Charter is updated, a more detailed overall project work scope, timeline, and cost will be defined for the Project.

Departmental Projects – Year 2

Department / Bureau	Funding Request
Engineering	$200,000
DCP	$300,000
LASAN	$500,000
StreetsLA	$300,000
BCA	$350,000
LADOT	$400,000
LAHD	$300,000
LAFD	$300,000
Total Request (Departmental Projects - Year 2)	*$2,650,000*

Funding Source and Request

Funding for this request is eligible to be covered by the DSTF. In accordance with LAAC Section 5.321.(f), the intent of this fund is to cover expenditures for the "design, construction and equipping of the City's DSCs and their functional support services." This fund is a shared source of funds for DSC departments to equip their DSCs and their functional support services. Revenue for the DSTF is derived from a surcharge on permits, and the proposed use of the requested funding is entirely consistent with the purpose of this fund.

In accordance with LAAC Section 5.321.(l), this request is being submitted to the CAO and PLUM Committee for review and consideration.

If you have any questions regarding this request, please contact Lyndsay Naish of Engineering at lyndsay.naish@lacity.org.

Attachments – Signature Pages

TSA/LN/:jgr:ab

cc: Mary Hodge, Office of the Mayor
Kevin Keller, Office of the Mayor
Jeanne Holm, Office of the Mayor
Rebecca Rasmussen, Office of the Mayor

FORM GEN. 160 (Rev. 11-02)

CITY OF LOS ANGELES
INTERDEPARTMENTAL CORRESPONDENCE

Date: August 22, 2022

To: Matthew W. Szabo, City Administrative Officer
Office of the City Administrative Officer

Attn: Sarah Verin, Administrative Analyst

From: John L. Reamer, Jr., Director
Bureau of Contract Administration

Ted Allen, City Engineer
Bureau of Engineering

Keith Mozee, Director
Bureau of Street Services

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FORM GEN. 160 (Rev. 11-02)

CITY OF LOS ANGELES
INTERDEPARTMENTAL CORRESPONDENCE

Date: August 22, 2022

To: Matthew W. Szabo, City Administrative Officer
Office of the City Administrative Officer

Attn: Sarah Verin, Administrative Analyst

From: John L. Reamer, Jr., Director
Bureau of Contract Administration

Ted Allen, City Engineer
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City of Los Angeles

Office of the Mayor

BuildLA Project

Project Charter

Version 9

October 26, 2022

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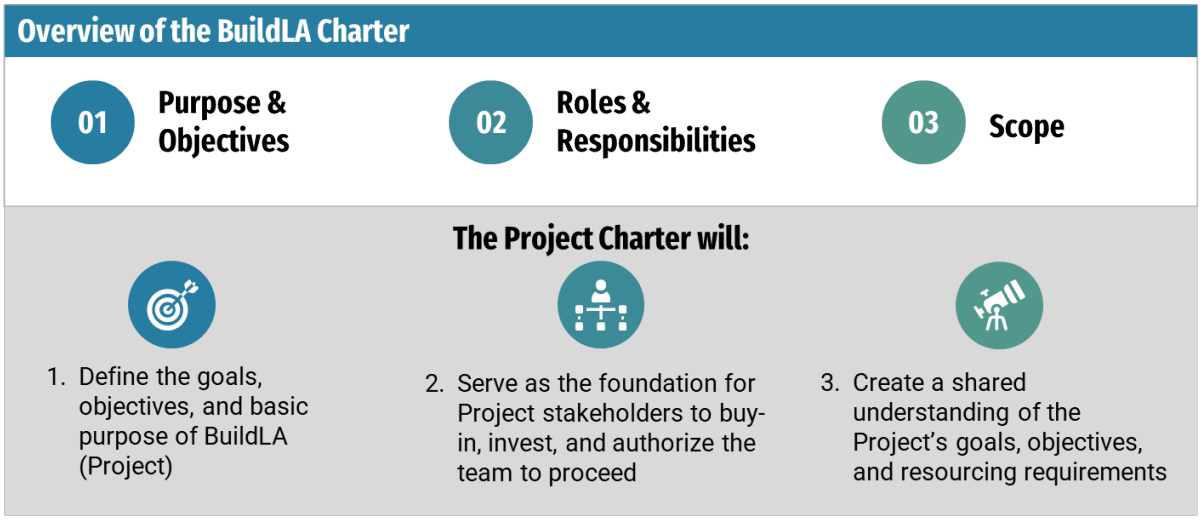
INTRODUCTION

THE BUILDLA CHARTER

The BuildLA Charter is a living document that outlines the BuildLA key elements, goals, and team members. This charter will be something every member can return to throughout the lifecycle of BuildLA to confirm work is aligning with key goals and objectives. This Project Charter update will serve as the foundation for Project stakeholders to buy-in, invest, and authorize the team to apply approved City resources to project activities and tasks. The BuildLA Project Charter includes the following major elements:



While the BuildLA Project was approved through the formal City governance processes, this Project Charter, endorsed by the Executive Sponsor from the Mayor's Office, gives the BuildLA Teams authority to apply approved City resources to project activities and tasks to meet the obligations outlined in this charter.

Great time was taken to create the original charter document, and the intent of the update was to consider lessons learned between 2020 and 2022, including the lessons learned from the COVID-19 pandemic and the need for contactless services. As part of the update process, the involved team members (as defined in Roles & Responsibilities) held numerous meetings with various city departments involved in Development Services as well as with members of the Development community through Development Community Outreach meetings. Once initial meetings were complete, the results were compiled into different mind-maps (Addendum 1) and all involved City Departments met again to discuss findings and explore ideas on how to advance BuildLA. Some of the key take-aways of these sessions included:

- Empowering the customer, through a deployment of a customer portal, to interact with all their development services connections in real-time
- Definition of a Universal Project Identifier that will allow customers and staff to seamlessly connect their permits and development service activities in one place
- Creating a technology driven environment that promotes efficiency through shared data (data warehousing), most importantly with the City's Clearance Process
- Ability to deliver services to all customers, regardless of access to technology

BUILDLA VISION

The purpose of the BuildLA Project is to replace or enhance the current technology that supports the customer's journey through the City's Development Services process. BuildLA should be seen as a unified system of technological improvements and communication between the different City departments involved with Development Services. Tasks that will be part of the BuildLA vision will be either multi-departmental or departmental in nature.

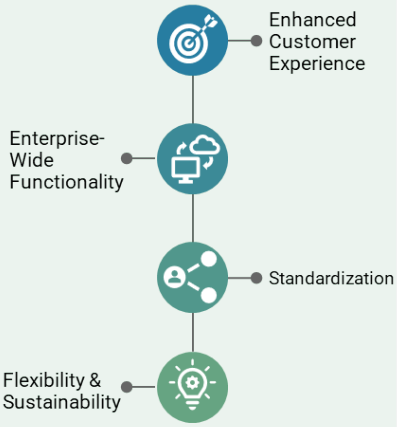
BuildLA Vision

Implement and sustain a transparent, predictable, and efficient customer portal to enhance the customer journey, by improving the delivery of Development Services through an automated, centralized, and efficient workflow.

Agency Involvement

- LADBS
- City Planning
- Bureau of Engineering
- LADOT
- LA Fire Department
- Bureau of Street Services
- Bureau of Street Lighting
- Bureau of Sanitation
- Bureau of Contract Administration
- Dept. of Cultural Affairs
- Dept. of Recreation and Parks
- LADWP
- LA Housing Department
- Office of Finance
- CAO

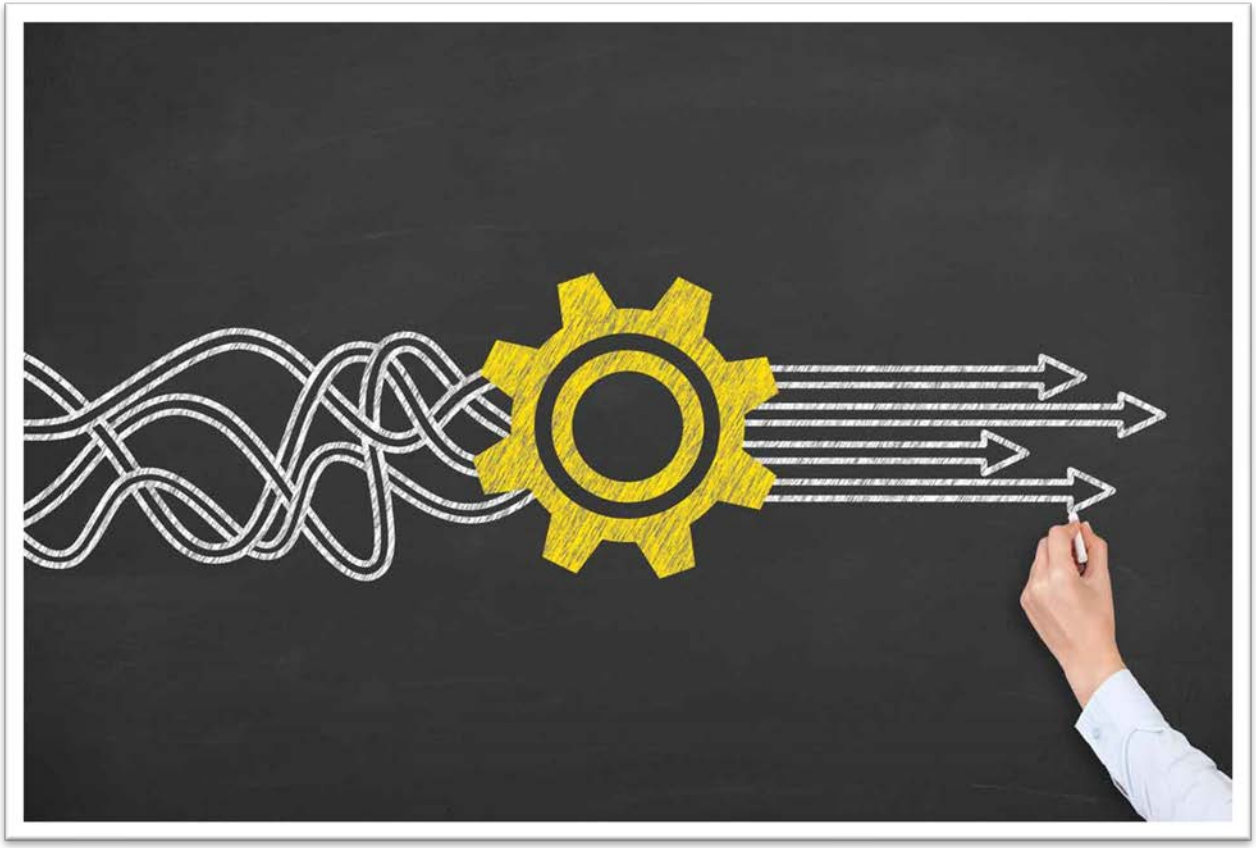
BuildLA Objectives



From a customer's perspective, the Development Services process can be a confusing, complex, paper-based, and time-consuming process. The entire process which may start with City Planning or LADBS and include obtaining a building permit and required clearances with the end goal of obtaining Certificate of Occupancy can be frustrating and lengthy.

Even with the departmental project accomplishments achieved by the different City Departments, there are still many areas in the development services process that can improve the customer experience, increase transparency, and create more logical processes.

PURPOSE & OBJECTIVES



PURPOSE OF BUILDLA

The purpose of BuildLA is to implement a centralized portal that will provide real-time development services information from all departments that is easy to use and navigate. In addition to the portal, BuildLA will identify, develop, and implement certain applications to serve certain core functions for all interested departments. The BuildLA Project Team, comprised of staff from various City departments and Consultant(s), will identify functional workflow enhancements. BuildLA will aim to interface with existing web applications as much as possible but may require the replacement or enhancement of many City web applications to interface with.

BUILDLA OBJECTIVES

As the City of Los Angeles continues to grow, the delivery of development services has evolved due to the volume of services delivered, departmental organization, and evolving/changing regulations, all of which can create barriers to providing a positive customer experience. For the development community, it is important the City is perceived as one with:

- Clear procedures in the permitting process to avoid and reduce redundancy
- Interconnectedness between departments (One City)
- Logical interactions to create a unified customer experience
- Consistent information available to avoid contradicting conditions between departments including the development of a BuildLA Technology Best Practices (BTBP) document (Addendum 2)
- Current technology to support multiple forms of communication and interactions

To accomplish the BuildLA objectives, there are various multi-departmental and departmental components. Multi-departmental components will be approved initiatives managed and completed by the BuildLA Team and department components will be specific assignments and tasks that are managed individually by each respective department, with staff augmentation using either the Consultant of the Task Order or a separate consultant contract.

The portal will use technology to provide customers with access to the different development related services provided by City departments, as well as the status of their project as it goes through the City's review and approval process. Each department will remain responsible for maintaining their own applications and the work processes necessary to provide their services while being required to adopt database structures and protocols that will integrate seamlessly with the portal experience for the customer.

The portal will use cloud technology, departmental and multi-departmental databases, secure file transfer protocol, and application programming interfaces (APIs) to construct a customer experience that provides transparency in the permitting and approval process. The implementation of these technologies will allow the City to provide a personalized road map showing the status of the customer's project through the use of dashboard(s) in the BuildLA Portal as well as the enhanced use of email and text messaging to improve communication and update customers throughout the process.

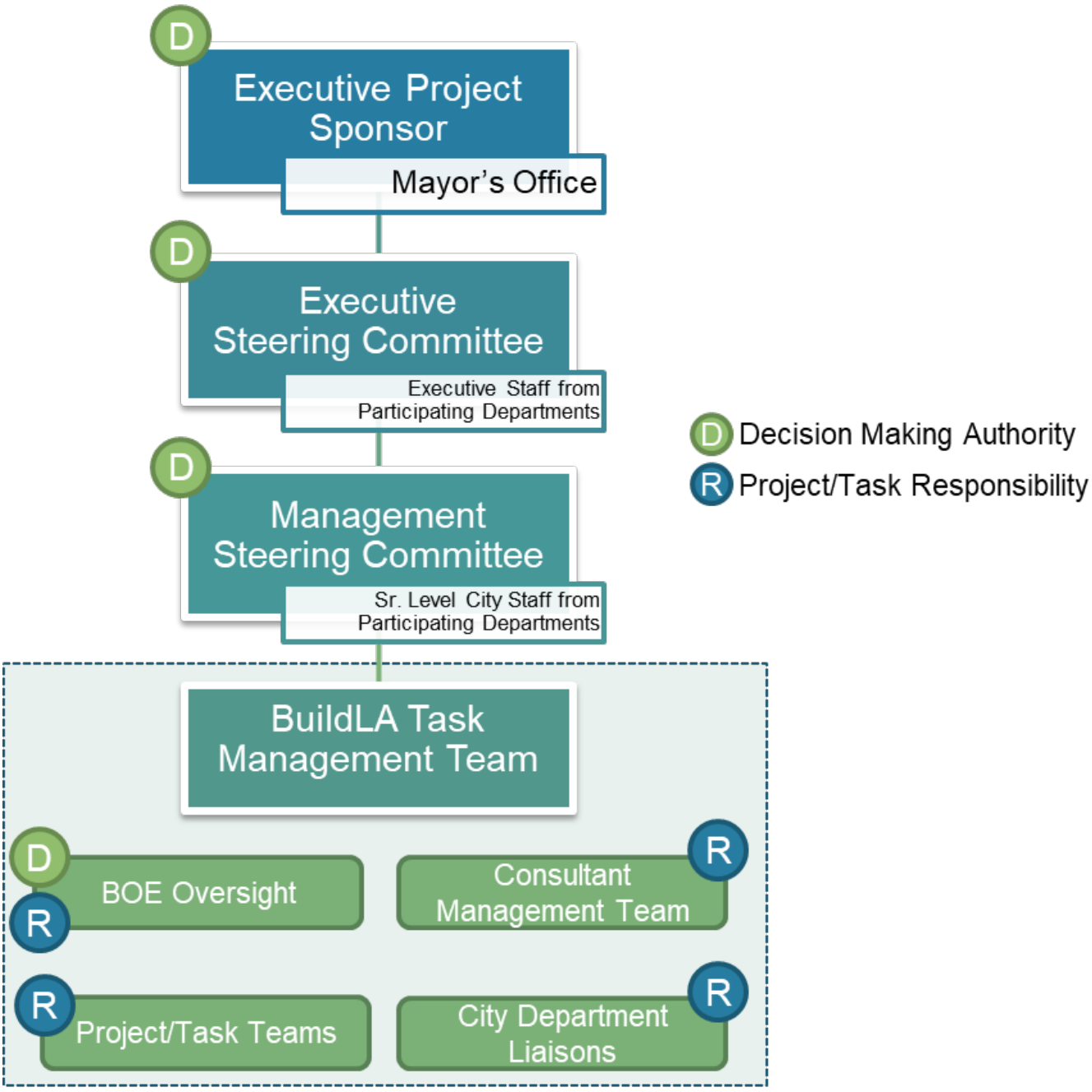
The ultimate vision for BuildLA is to improve the customers Development Services experience in the City of Los Angeles. Processes expected to improve include:

- Planning entitlements
- Plan check review
- Permit issuance
- Clearance approvals
- Certificate of Occupancy approvals
- Payments

ROLES & RESPONSIBILITIES

PROJECT ORGANIZATION / GOVERNANCE

The BuildLA Project organization is shown in the figure below and discussed in this section.



Roles and Responsibilities

The following table describes each role in the project organization, and identifies each role's membership and estimated time commitment.

Team Role	Description of Role	Member(s)	Est. Time Commitment
Executive Project Sponsor	Assumes overall Project ownership, including: • Highest possible level of project review providing policy leadership and oversight as needed • Has the authority to review and resolve policy, fiscal, and resource allocation issues that cannot be resolved at lower levels • Is ultimately accountable for securing spending authority and resources • Acts as a vocal and visible champion, legitimizing goals and objectives of BuildLA	Mayor's Office	• 2-4 hours per month including meeting times
Executive Steering Committee	• Officially vote on projects that support the BuildLA Initiative per the Governance Quorum and Voting Procedures • Annually confirm the Charter is still reflective of the project's goals and objectives • Review and resolve policy, fiscal, and respective resource allocation issues that cannot be resolved at lower levels • Vocal and visible champions who legitimize goals and objectives of BuildLA • Mayor's Office will serve as: o Committee Chair o Tie-breaking/veto power	• Mayor's office (Chair) • LADBS GM • DCP GM • BOE GM • LAFD Fire Chief • LADOT GM (GMs may designate another senior level staff member)	• 4 hours/ quarter, including meetings and information review
Management Steering Committee	• Monthly monitoring of Task and overall BuildLA progress • Review/Discuss project requests • Review project changes • Primary communicator to upper and lower-level managers of BuildLA activities • Responsible for monitoring the project progress and providing guidance as necessary • Advises Executive Steering Committee • Voting to determine projects that are forwarded to the Executive Steering Committee o One vote per department, regardless of number of participants from a department	3-5 members per Department	• 2-4 hours per month including meeting times
BuildLA Department Liaison	• Must understand their respective department's entire organization • Will work with the Project/Task Teams on implementing applications and communicating	1 person per Department	• Hours will vary greatly depending on the level of coordination

Team Role	Description of Role	Member(s)	Est. Time Commitment
	important information throughout their organization o Change agent helping others in their department adopt the workflow, systems, or applications		needed as components are released
BuildLA Task Management Team (TMT)	• Review and approve/reject Change Requests related to changes in Project Contract, Scope, Quality, Budget, and Schedule • Responsible for all planning, coordination and administration activities of the project, Executive Steering Committee, Management Steering Committee, and Work Groups • Verify proper authorization is obtained before making any changes to the portal in Production • Verify BuildLA strategy that allow systems to communicate across various city platforms and Departments, always keeping the Portal in mind • Oversight of project teams who will deliver services in a staff augmentation capacity	BuildLA Task Management Team (may include City and Consultant staff)	• Management meeting once per week. • Other meetings as needed
Sub-Task Team(s)	• Document content and business processes so City Staff can take over and maintain systems • User Interface and User Experience • Application performance and support • Determining needs and process flow for management approval, including reporting • Coordination with all affected groups • Manage enhancement requests, new functionality requests to the portal after go-live • Provide input to all BuildLA committees • Department Subject Matter Experts (SMEs)		• As-needed to deliver tasks • Hours will vary greatly depending on the level of coordination needed as components are released

Departmental Project Resource Commitment

To deliver the BuildLA project, City departments will need to commit a variety of resources at various levels throughout the life of this project. This could mean full-time or part-time resources, including a resource who can serve as a department-wide liaison to the BuildLA Task Management Team to work across their respective organizations to coordinate large initiatives and be an integral part of the change management team. These resources are needed for the life of BuildLA and potentially beyond for maintenance and sustainability.

Subject Matter Experts (SMEs) may also be needed on a fulltime or part-time basis depending on the scope of work for the approved Multi-Department or Departmental tasks/projects related to BuildLA. These resources may be filled by City staff or contract employees, depending on the needs of the tasks/projects and decisions by the City.

Project Governance

The City has established a governance and decision-making structure for BuildLA that is both inclusive of all involved departments and effective in its ability to make decisions and move the Project forward. The governance structure makes use of specific project organizational groups and highlights responsibilities each group has in the escalation and decision-making process.

The BuildLA Task Management Team will help the Executive Project Sponsor, Executive Steering Committee, Management Steering Committee, and Sub-Task Team(s) in identifying and delivering tasks that are in alignment with BuildLA initiatives.

Governance Principles

The BuildLA Governance Principles are rules and guidelines that provide clear direction and focus to the execution of the Development Reform strategy and BuildLA Vision. Governance principles should be considered in all areas where decisions and choices or trade-offs must be made including organization, work processes, architecture, information, technology, sourcing and risk. These principles must guide business and IT decisions about BuildLA implementation, usage and management. The principles are consistent with relevant, existing business and overall IT principles that have been adopted and approved. The City's BuildLA Governance Principles are as follows:

- Deliver Development Services in alignment with Development Reform strategic goals and BuildLA initiatives as much as is practical
- Deliver a transparent, predictable and efficient business process to enhance customer experience both virtually and at Development Services locations
- Strive to achieve the Mission of all Development Services departments
- Work collaboratively as “One City” to achieve goals that satisfy all Development Services related departments
- Adopt Development Services industry best practices including a BuildLA Technology Best Practices
- Deliver an efficient technology solution to serve City staff

Governance Entities

The critical governance entities include:

- Executive Project Sponsor
- Executive Steering Committee
- Management Steering Committee
- BuildLA Task Management Team

BuildLA Project and City personnel are integrated into existing Development Reform and interdepartmental City-wide project governance structures.

Governance Member Responsibilities

Governance members are expected to represent the collective best interests of all Development Services, and their respective departments, bureaus, divisions, or programs. Members are expected to look beyond their own organization's interests at what is best for the City as a whole and make decisions along the BuildLA Guiding principles.

Governance members are expected to advocate on behalf of Development Services to verify the expected benefits of the BuildLA initiative are achieved for all departments and customers.

Governance members are responsible for attending meetings, responding to correspondence in a timely manner, obtaining necessary information to actively participate in discussions, and voting on issues, if applicable. Members are also responsible for identifying and communicating any conflicts of interest to the governance group they attend. Governance members may designate a staff member to act on their behalf.

Quorum and Voting Procedures

The following are the quorum and voting procedures for the Executive Steering Committee and Management Steering Committee:

Executive Steering Committee

- General Managers (or their designees) from LADBS, DCP, BOE, LADOT and LAFD shall cast one vote when making formal BuildLA decisions. Any non-member attending the governance meeting will have no vote when making formal decisions. Certain guests may be invited to attend governance meetings and address the group on germane issues; however, they shall not participate in voting. If voting results in a tie, the Mayor's Office (Executive Committee Chair) would have tie-breaking authority. The Mayor's Office may veto any decision.
- A quorum of the Executive Steering Committee will be defined as a simple majority of the of the voting members of the Executive Steering Committee.

Voting will be facilitated by the Mayor's Office, or their delegates, and votes will be visible to all group members. All votes will be formally documented. Voting may take place in person or virtually. Executive Steering Committee members may either vote yes, no, or may abstain from a vote.

Management Steering Committee

- Each department shall cast one vote when making formal BuildLA recommendations or decisions. Any non-member attending the governance meeting will have no vote when making formal decisions. Certain guests may be invited to attend governance meetings and address the group on germane issues; however, they shall not participate in voting.
- No quorum shall be required by the Management Steering Committee.

Decision Rights

Unless stated otherwise in this document, decisions will be made by simple majority vote of the governance entity. When deliberating decisions, members will consider the relative impact any decision will have on BuildLA, and any given department or bureau given the relative impact that department or bureau has on Development Services City-wide.

PROJECT DECISION MAKING AND ESCALATION PROCESS

Primary Decision Making

For the BuildLA project to be successful, the BuildLA Task Management Team will work collaboratively with all BuildLA affected departments regarding decisions about applications and systems. The intent is to deliver a BuildLA portal that has the look and feel of a unified City with streamlined processes and procedures.

Each department that is part of the BuildLA project shall have full authority to make decisions about the design of BuildLA within their domains. Decisions do not require approval from any other group, facility, subject matter experts, supervisors, etc.

Escalation Initiation

Any BuildLA Project team member who feels that the Management Steering Committee, BuildLA Task Management Team, or Sub-Task teams have reached an erroneous decision can escalate the issue through the BuildLA TOS 12 Contract Manager. Any escalation shall include a rationale as to why the decision in question is not in the overall interest of the BuildLA Project.

Escalation Process

The BuildLA Project escalation process will be used to address issues escalated, with the BuildLA Executive Project Sponsor and Executive Steering Committee acting as the ultimate decision maker. Escalations arising from any of the BuildLA Committees or Teams will first go to the BuildLA Task Management Team. If the BuildLA Task Management Team cannot resolve the issue or if they have an escalation themselves, the escalation will go to the BuildLA Management Steering Committee. The BuildLA Management Steering Committee may engage the full BuildLA Executive Steering Committee, but decisions can be made by the Management Committee only. If the BuildLA Management Committee cannot resolve an issue or if they have an escalation themselves, the escalation will go to the BuildLA Executive Steering Committee. If the BuildLA Executive Steering Committee cannot resolve the issue or if they have an escalation themselves, the escalation will go to the BuildLA Executive Sponsor's representative. The BuildLA Executive Sponsor's representative will have ultimate decision-making authority within the definition of the BuildLA Project.

Role of the BuildLA Task Management Team (BuildLA TMT)

This Project Charter is the first step in mitigating many of this risk by formalizing the project governance structure including the role of the Executive Steering Committee, Management Steering Committee, and BuildLA TMT Team.

The BuildLA TMT will collaboratively work with every BuildLA member to help achieve the following:

1. Instill confidence across departments by delivering complex IT projects by listening to needs and implementing solutions
2. Standardize business processes across departments to improve transparency and reduce redundancy
3. Clear communication of changes and improvements
4. Readily available education and training related to new BuildLA systems
5. Monitor integration with the Portal to deliver a customer facing environment and system alignment
6. Verify any selected solution addressing key City permit and licensing issues (i.e. application integration, access by internal and external stakeholders, data conversion, etc.)
7. Administer, manage, and update the overall BuildLA Charter on an ongoing basis, or as needed

The BuildLA TMT will be staffed with City and consultant staff resources for the project to take an enterprise-wide approach. TMT resources will own key areas including business analysis and requirements management, organizational change management, communication, training, data conversion, and system architecture.

SCOPE

After many meetings between the BuildLA team, it was determined the objectives of BuildLA needs to be customer centric, transparent, efficient, and easy to navigate. The foundation of BuildLA will be to develop a portal that allows customers to interact with the City through a single space that tracks all their interactions with Development Services, likely including, but not limited to:

- Entitlement status
- Permit status
- Clearances
- Inspection
- Appointments
- Customer service
- Payments

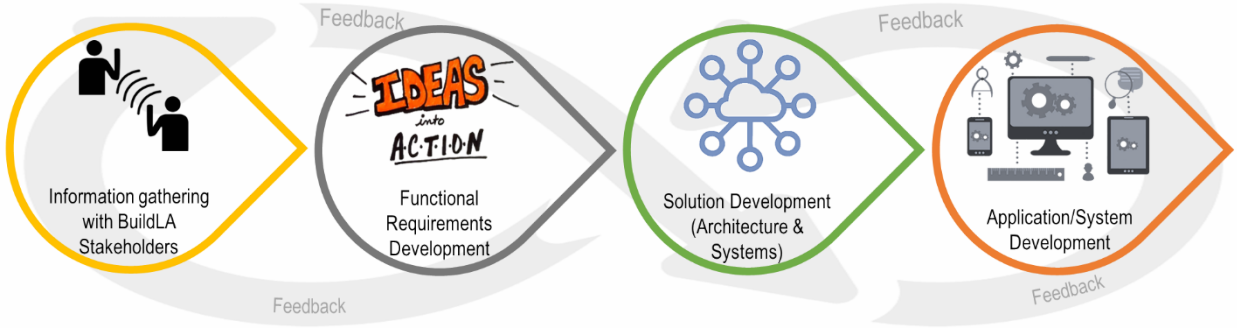
In order to achieve the BuildLA objectives, small but intentional steps must be taken through the completion of multi-departmental and departmental projects, all with the intent of delivering and maintaining the portal. To deliver a portal that meets the needs of customers and staff, the BuildLA Team will look at the tasks from the perspective of the portal and the value it brings customers. In order to accomplish the BuildLA vision, projects will be categorized as Multi-Departmental Tasks or Departmental Tasks.

- **Multi-Departmental Tasks:** A project/task that is related to the creation of the BuildLA Portal which will assist customers through the City's permitting and inspection process as well as other development services provided to the community. Many smaller tasks and components will have to be implemented to achieve the goal of BuildLA Portal. The portal will use cloud technology, departmental and multi-departmental databases, secure file transfer protocol, and application programming interfaces (API) to construct a customer experience that provides transparency in the permitting and approval process.
- **Departmental Tasks:** City departments will separately manage project development projects/tasks that are specific to the needs of their respective departments to align their applications to communicate with the BuildLA data warehouse and ultimately the BuildLA Portal. Each department will be responsible for overseeing their own departmental projects.

IMPLEMENTATION

The BuildLA Project will consist of many tasks that will move the City toward the BuildLA vision. Each task will use a Phased Implementation approach where functionality will be incrementally added and enhanced. The approach will focus on adding functionality specific to Development Processes, assessed as to the effectiveness of the new functionality, refined, and then deployed and applied.

The BuildLA vision means that teams may need to work collaboratively with each other on the planning and designing of approved tasks and when needed partner with one another in the development and implementation of said tasks. Development Services Departments will also be responsible for modifying their existing workflow management systems to support these tasks.



As such, projects will be collaboratively scoped outside this document in Task Work Plans once a task is approved by the Executive Steering Committee or department specific services are requested. Because of staff fluctuations and unknown scope, it is important to be able to look at tasks independently and allocate the appropriate time and resources for completion, regardless of whether the project is a multi-departmental or departmental request. This could mean tasks are completed solely by City staff, with a blended City / Consultant Team, or solely by a consultant team with City oversight.

DEFINING SUCCESS

BuildLA will be a success when the City achieves the goal of delivering the BuildLA Portal as well as the solutions/applications associated with the portal. The BuildLA Task Management Team will monitor progress against these objectives. Progress will be reported to the Mayor's Office, BuildLA Executive Steering Committee, BuildLA Management Steering Committee, and ultimately to the Los Angeles City Council.

Many projects were identified in both the individual meetings with the departments as well as the brainstorming sessions with the Executive Team. A list of these Projects/Tasks can be found in Addendum 4, the "BuildLA Project List"

PROJECT/TASK SELECTION

Departments are encouraged to identify projects that work toward achieving BuildLA objectives. Teams involved in Development Services should work with their systems team to identify needs, objectives, staffing, and benefits. Departments can work directly with the CAO, or they can work through the BuildLA Team to get approval from the Executive Committee.

If Departments choose to work though the BuildLA Team, a short Addendum 5 - BuildLA Project Request Form should be completed and submitted to the BuildLA Task Management Team (on-line Google Form). The Mayor's Office and/or BuildLA Task Management Team will put the request on the Monthly Management Steering Committee meeting agenda and, if appropriate, the Executive Steering Committee's meeting agenda for a vote. If approved, the BuildLA Team Management Team can work with the Departments to help move the project forward.

Additionally, as a result of meetings with participating departments, as well as the brainstorming sessions with the Executive Steering Committee, the BuildLA Team identified the following potential projects/tasks depicted in the graphic below. All projects/tasks should support the ultimate goal of a customer portal, and the list generated will be prioritized over the life of BuildLA. Addendum 4, the "BuildLA Project List" was created as a "living list" where items may come and go, depending on the needs of the project and voting members.

PROJECT/TASK PROGRESS

Due to the size of the BuildLA initiative, project schedules will be determined within each project/task Work Plan. The goal for the BuildLA Task Management Team is to have substantial completion of a functional Portal within 5-7 years.

A schedule will be maintained which tracks the progress of both multi-department and departmental projects/tasks. This project/task schedule will be kept outside of the charter as Addendum 3. Additionally, each department will be responsible for updating the progress of their respective departmental projects.

HOSTING, MAINTENANCE AND OPERATIONS

BuildLA will utilize a hybrid hosting approach based on the requirements of the specific task and individual departments. Portions of the BuildLA production environment may be hosted by a 3rd party hosting provider.

The BuildLA Task Management Team will work with each department and ITA to determine who will be responsible for operations of the final improvements of the multi-departmental projects. Each department shall assign a BuildLA Project Liaison who will be available to coordinate initiatives with the BuildLA Task Management Team.

FUNDING

The primary funding source for the BuildLA Budget is the surcharge for Development Services Centers (LAMC 61.17).

The procedure for managing BuildLA includes submitting an annual budget request to the CAO for funding based on the needs being discussed at monthly Management Steering Committee meetings as well as any needs expressed by the participating departments. All departments who participate in monthly Management Steering Committee meetings will have the opportunity to submit their information in the annual funding report, in order to streamline the process, increase transparency, and work toward achieving the BuildLA vision.

ORGANIZATIONS AFFECTED

The table below identifies the internal and external stakeholders affected by the BuildLA initiative. While not all of these stakeholders are signatories of this Charter, all potentially affected stakeholder groups are identified and will be engaged during the life of the project. These stakeholders are also considered as audiences for the BuildLA Communications Plan, which will keep stakeholders aware of the project and its progress. Departments marked with an (*) participate in the clearance process for the Entitlement/ Permitting process.

City (Internal) Stakeholders
Mayor's Office
Department of Building and Safety*
Department of City Planning*
Department of Public Works • **Bureau of Engineering*** • **Bureau of Sanitation*** • **Bureau of Street Services*** • **Bureau of Street Lighting*** • **Bureau of Contract Administration***
Department of Transportation*
Department of Water and Power*
Department of Recreation and Parks*
Cultural Affairs Department*
Los Angeles Housing Department *
Los Angeles Fire Department*
Office of Finance
Information Technology Agency
CAO

External Stakeholders
Development Services customers, including: • **Development Industry (Architects, Planners, Engineers, Contractors, Expeditors, Real Estate Companies, etc.)** • **Investors** • **Property Owners** • **Business and commercial tenants** • **Residents**
The General Public

HELP DESK STRATEGY

A Help Desk strategy for external customers using BuildLA components will establish a policy and procedures for how customer requests are handled. Development Services Departments will be responsible for supporting their own workflow management systems including use and maintenance of those systems.

DISASTER RECOVERY AND BUSINESS CONTINUITY

A system disaster recovery and business continuity plan and procedures that describes how the City will recover BuildLA systems and related business services following a disaster will need to be developed and validated to comply with the BuildLA business needs, City's standards, and industry best practices. Because these procedures may evolve and change over the life of BuildLA, the BuildLA Disaster Recovery and Business Continuity Plan and Procedures is being attached as Addendum 6.

CHARTER ASSUMPTIONS

LEADERSHIP ASSUMPTIONS

1. City and departmental leadership will prioritize the BuildLA Project and maintain complete support.
2. City and departmental leadership will verify that necessary funds and staff resources are provided.
3. City and departmental leadership will step in when needed to address escalated issues, roadblocks, and other threats to the Project.
4. Necessary changes to City policy are approved in a timely manner.
5. Departmental leadership will confirm that Subject Matter Experts with the necessary knowledge for each phase of the Project are made available as needed.

STAFFING RESOURCE ASSUMPTIONS

1. City and departmental leadership will assign the appropriate staff to fulfill the project responsibilities of their respective Department.
2. City and departmental leadership will hire the staff resources, either directly or through a consultant, necessary to complete the Project.
3. The pool of potential resources will have sufficient skills and interest to fill staffing positions.
4. Once hired, resources will remain largely consistent, avoiding loss of institutional knowledge and/or the need for hiring/training more staff.

ORGANIZATIONAL CHANGE ASSUMPTIONS

1. Staff will work interdepartmentally and with the BuildLA Task Management Team to define standards, high quality administrative and business processes.
2. All Development Services departments will participate in BuildLA initiative activities.
3. Department staff will be willing to compromise and accept a single, standardized build.
4. Department staff will adopt changes to their workflows and processes required to implement BuildLA as part of a change management plan.

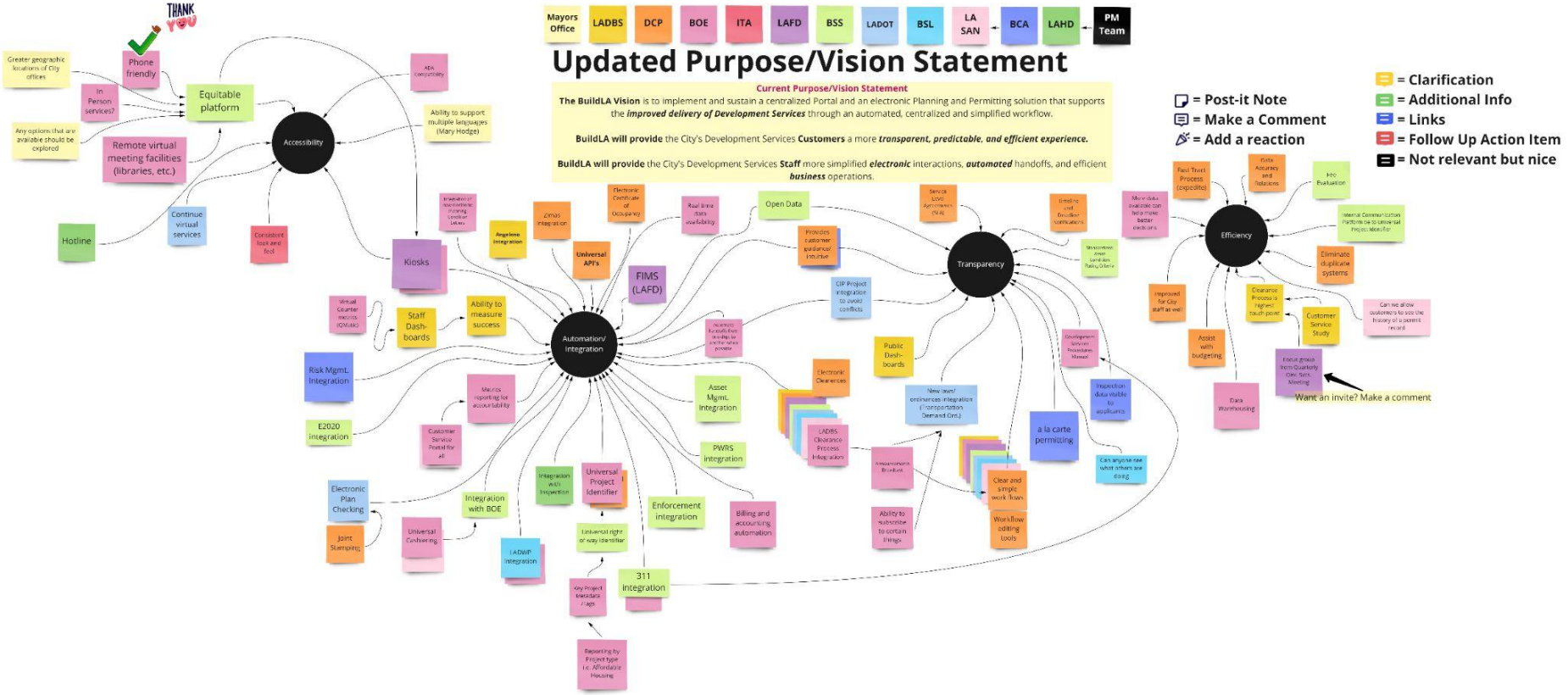
TECHNOLOGY ASSUMPTIONS

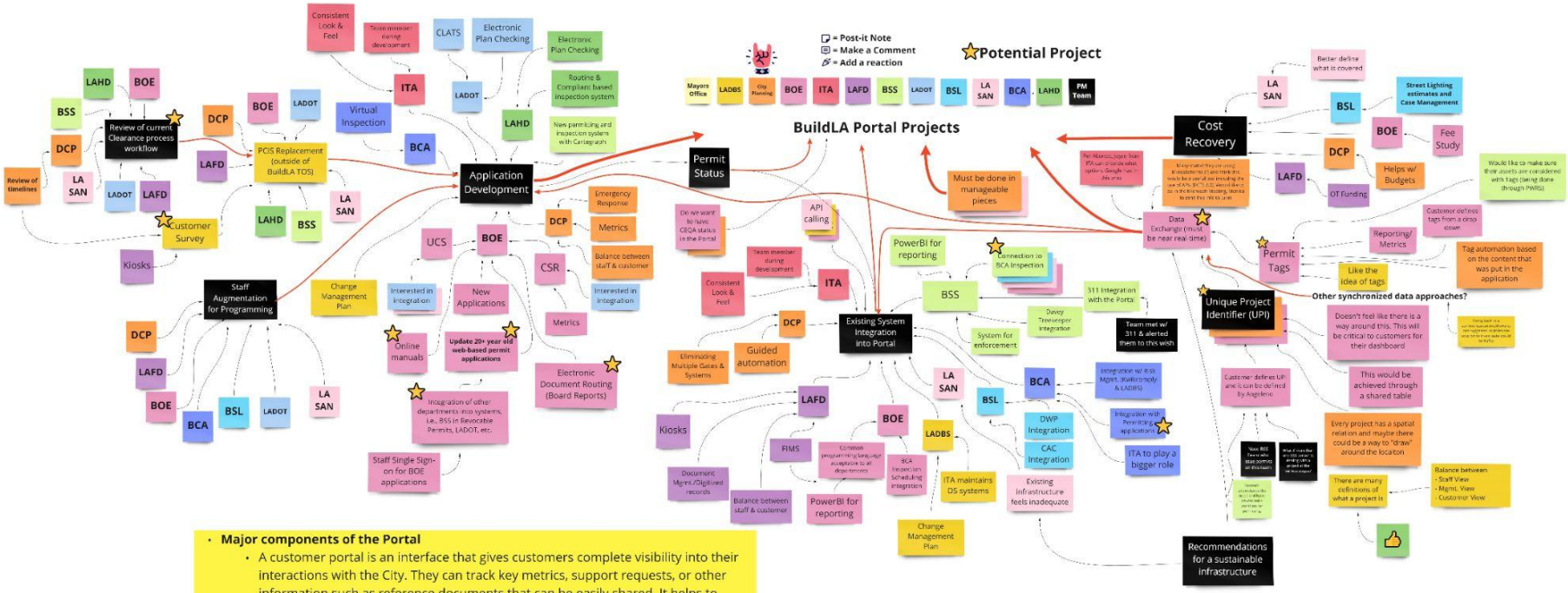
1. Department systems will be modified to meet the objectives of the BuildLA project, including all business, support, and administrative domains, and to confirm all additional needed functionality will be successfully implemented.
2. BuildLA Project dependencies, such as necessary IT infrastructure upgrades, will take place in time for implementation.
3. Off the shelf applications/systems will be utilized when feasible.
4. The department infrastructure, once upgraded, will strive to meet all requirements for the successful implementation of various technology solutions.
5. All essential third-party products can be successfully interfaced with City processes.

FUNDING ASSUMPTIONS

1. Departments will submit annual budget requests in order to maintain funding at specified levels.
2. City activities required for BuildLA will not require significant funding beyond the amount budgeted. Extra funds may be obtainable based on the approval of individual requests.
3. Negotiation of separate agreements with third party hosting providers for BuildLA projects will be done in a timely manner as to not negatively impact the overall BuildLA project.
4. Negotiation of separate agreements will occur in a timely manner as to not negatively impact the overall BuildLA project.

BuildLA Charter - Addendum 1





- **Major components of the Portal**
  - A customer portal is an interface that gives customers complete visibility into their interactions with the City. They can track key metrics, support requests, or other information such as reference documents that can be easily shared. It helps to strengthen the customer relationship and provides a transparent, secure and open forum for collaboration.
  - Access to a customer portal helps to bring customers deeper into the City ecosystem. As technology continues to develop and our lives become more connected, consumers have a growing desire for self-service. Surveys have found that 70% of customers expect self-service applications on a website. When a customer feels like they have convenient access to important information and can resolve issues in a timely and transparent manner, they are far less likely to go elsewhere.
- **Order the applications for completion (new and existing)**
- **Shared libraries of tags (feeding to and drawing from)**

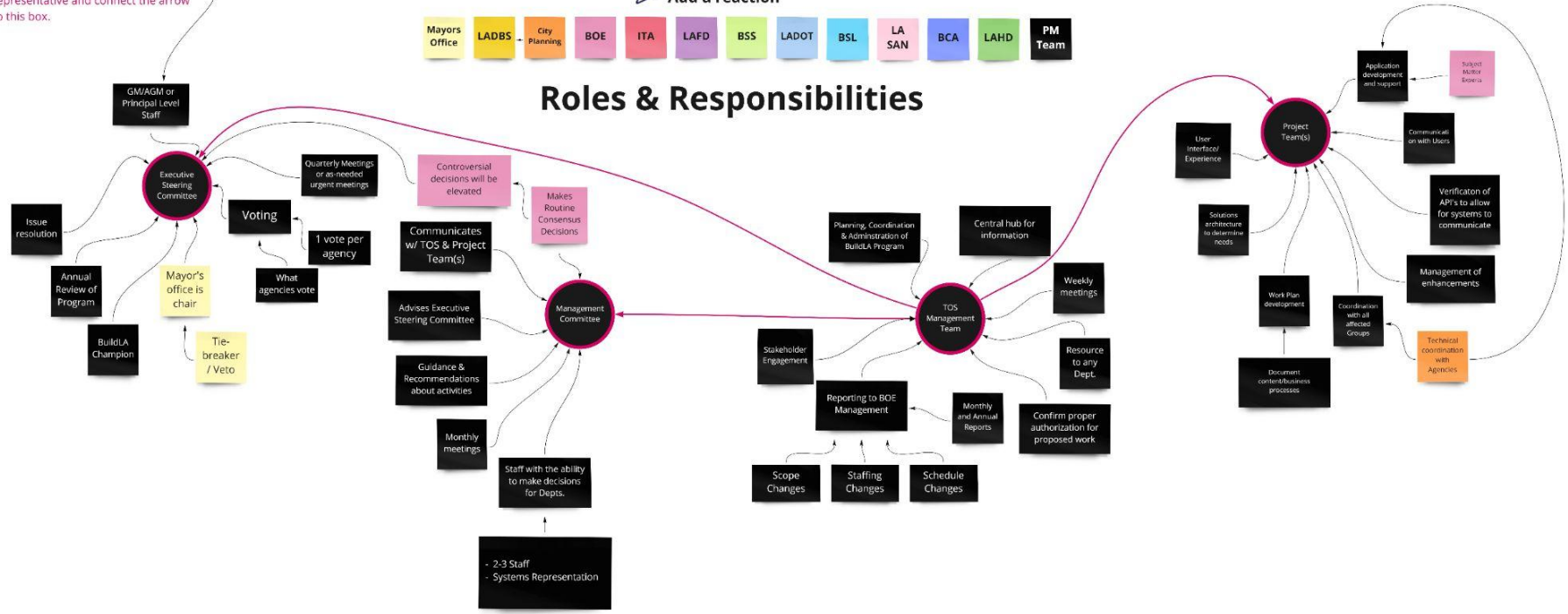
BuildLA Project Charter - Roster 011122

Please add a sticky note to identify your GM/AGM/Principal Level representative and connect the arrow to this box.

= Sticky Note
= Make a Comment
= Add a reaction

Mayors Office | LADBS | City Planning | BOE | ITA | LAFD | BSS | LADOT | BSL | LA SAN | BCA | LAHD | PM Team

Roles & Responsibilities



= Post-it Note
= Make a Comment
= Add a reaction

Mayors Office | LADBS | City Planning | BOE | ITA | LAFD | BSS | LADOT | BSL | LA SAN | BCA | LAHD | PM Team

Communication (internal/external)

What are your ideas to make communication better so the BuildLA initiative can continue to move?

Share/solidify when decisions are made about technical requirements for shared assets. All affected groups should be part of the conversation

Data Center can't go down

Eliminating the multiple gates"

2-way communication with Inspection

Adding departments to the annual funding document

Want to be part of solution discussions

Avoid working in a vacuum

Added item to monthly agenda to communicate projects

Understanding your role in the process

Lesson Learned Sharing Process

Please add a sticky note to identify info. you want to see on the form.

Task Request form

Digital Communications between groups to streamline processes

A middleware solution recommendation that can be investigated is **Kafka.** Recommended by Minh.

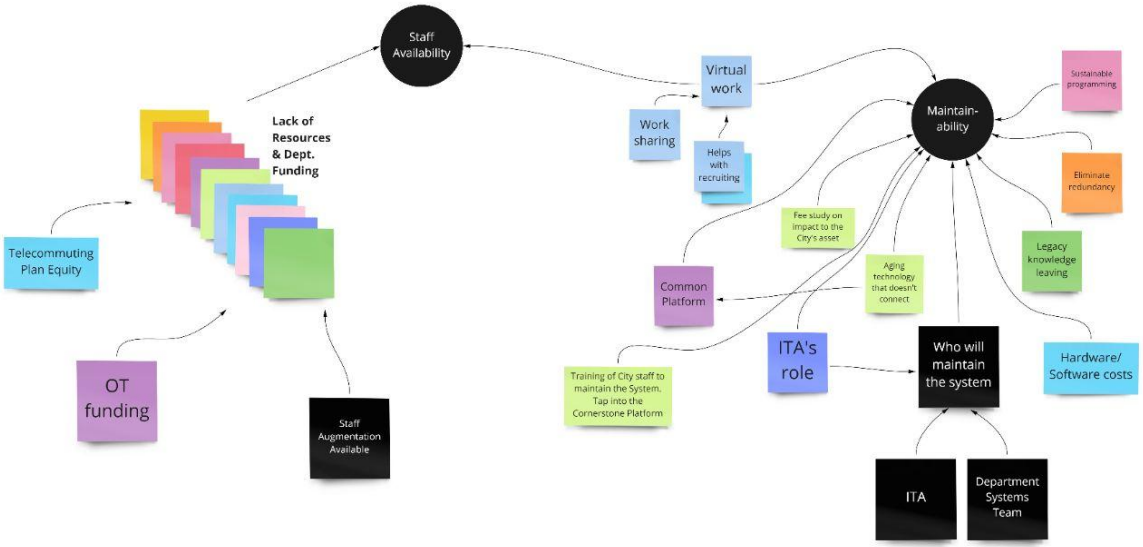
Would like to be part of permitting processes that affect BSS in the beginning

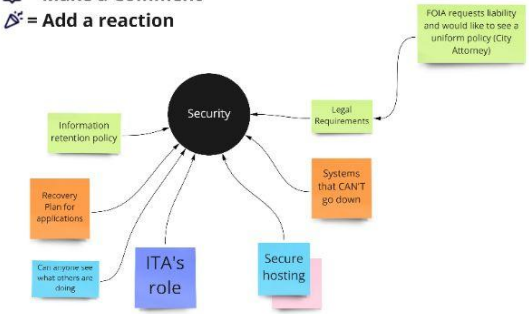
BSS would like to be able to communicate with Planning about asset condition needs for developmental Services mitigation

Mayors Office | LADBS | City Planning | BOE | ITA | LAFD | BSS | LADOT | BSL | LA SAN | BCA | LAHD | PM Team

Staff Availability / System Maintainability

= Post-it Note
= Make a Comment
= Add a reaction





BuildLA Technology Best Practices Document

AUTHENTICATION

- ➔ Single sign on using Angeleno (Mayor's Directive)
- ➔ Use of Google Authentication for staff side applications where possible

BUILDLA INTEGRATION

- ➔ Utilize/Integrate Unique Project Identifiers
- ➔ Integrate with standard Tag Library (If accepted)
- ➔ Provide APIs - ITA is available to assist with API Development using Apigee
- ➔ Track edit date/time for all records that will feed information to the portal to enable periodic pulls or pushes to the service bus that feeds the data warehouse
- ➔ Department specific fields such as PCIS# which can be shared/pushed as necessary

BACKUP/SECURITY/EMERGENCY PREPAREDNESS

- ➔ Availability target is 99.99%
- ➔ Backup/Restore RPO is to the latest transaction (zero data loss).
- ➔ Backup/Restore RTO target is <= 30 minutes.
- ➔ Backup policy compliant with ITA standards as established on page 3 of https://www.insidela.org/sites/default/files/IT_Disaster_Recovery_Policy.pdf
- ➔ Security policy compliant with ITA standards including PCI standards where applicable. See https://www.insidela.org/rules-policies/it-policies/security-benchmarks
- ➔ Disaster Recovery compliant with ITA standards. There is a standard for mission critical applications like FMS that is set by ITA. See https://www.insidela.org/sites/default/files/IT_Disaster_Recovery_Policy.pdf
- ➔ Emergency contact
- ➔ Consistent Information Access (rights to view) across departments
  - ◆ Defined at permit/service level or also inherit rights for the unique project
  - ◆ What is the level of access (portal summary vs detailed application details/attachments
  - ◆ Ability to subscribe to permit/service updates

INTERFACE/ACCESSIBILITY

- ➔ Mobile friendly for customers/public
- ➔ Guided user-friendly interface
- ➔ ADA compliant User Interface (colors, etc) (Americans with Disabilities Act (ADA), the Section 508 of the Rehabilitation Act, and the Web Content Accessibility Guidelines (WCAG) 2.0, Level AA)
  - ◆ Are there different levels?
  - ◆ What is the legal standard?
  - ◆ What is the highest standard?
- ➔ Identify which browsers should be supported (for example support Chrome, Edge)
- ➔ Browser translation for language support

- ➔ Configurability: maximize use of admin parameters to provide flexibility to minimize need for reprogramming
- ➔ Ability to provide view only access to those that have been granted view rights in the portal/project profile but are not the credentialed permit applicant with edit rights
- ➔ General navigation link. Display BuildLA logo. Easy navigation from agency/department to BuildLA website and vice versa

PLATFORM

- ➔ Use of current technology/programming languages
- ➔ Ability to coordinate by API with other Applications. APIs should be protected with an API gateway like Apigee. Apigee is the ITA standard on API gateways.
- ➔ Ability to push to Data Warehouse via Service Bus
- ➔ Use of relational database management systems for data storage and transactions
- ➔ Data standards will be adopted for data types specific to the BuildLA project across departments
- ➔ Once BuildLA Data Warehouse Schema is established, keep the schema in mind when developing applications to maximize compatibility
- ➔ Use transactional or other sophisticated databases for data storage

GENERAL COORDINATION

- ➔ Change Management: develop process for changing/tracking source data elements related to BuildLA
- ➔ Establish how the customer contact will get notified (emailed) when action is required. Will each departmental portal message/email the customer separately, or will those action items be sent to a central BuildLA messaging?
- ➔ Coordinate with other potential user depts
- ➔ Develop for use by other departments where practical/feasible

ADMINISTRATIVE

- ➔ Provide Monthly updates to BuildLA Team (shared document or meeting as options)

BuildLA Task Schedule - Addendum 3

ID	Activities	Dependency	Start Date	Scheduled En	Progress	Type	Task Owner
Sub-Task 1A	Project Management		5/1/2021	6/30/2024	43%	Main Task	Multi-Departmental
Sub-Task 1B	Project Charter		1/1/2022	10/31/2022	95%	Main Task	Multi-Departmental
Sub-Task 2A	Appointment System		5/1/2021	12/9/2021	100%	Main Task	Multi-Departmental
Sub-Task 2B	Virtual Counter		12/11/2021	6/6/2022	100%	Main Task	Multi-Departmental
Sub-Task 2C	Appointment System Post Go-Live Support	Sub-Task 2A,Sub-	12/9/2021	6/30/2024	0%	Sub Task	Multi-Departmental
Sub-Task 3A	Public Works Billing and Accounting System Review		11/24/2021	12/31/2023	10%	Main Task	BOE - Psomas
Sub-Task 3B	BOE Fee Study		8/1/2022	5/31/2023	0%	Main Task	BOE - Psomas
Sub-Task 4A	Executive Dashboard		7/1/2022	11/15/2022	30%	Main Task	LADBS - Psomas
Sub-Task 4B	Code Enforcement Dashboard (PAUSED)		8/1/2022	9/1/2022	0%	Main Task	LADBS - Psomas
Sub-Task 5A	BOE DS Enhancements/Updates		3/11/2022	6/30/2024	10%	Sub Task	BOE - Psomas
Sub-Task 6A	Universal Project Identifier Study		8/10/2022	5/1/2023	95%	Milestone	Multi-Departmental
Sub-Task 6B	Universal Project Identifier Pilot		5/1/2023	8/31/2023	0%	Main Task	Multi-Departmental
Sub-Task 6C	Universal Project Identifier Implementation		9/1/2023	12/31/2023	0%	Sub Task	Multi-Departmental
Sub-Task 6D	Universal Project Identifier Post Go-Live Support		1/1/2024	6/30/2024	0%	Sub Task	Multi-Departmental
Sub-Task 7A	Data Warehousing Pilot		8/10/2022	12/31/2022	50%	Milestone	Multi-Departmental
Sub-Task 7B	Data Warehousing Implementation and Oversight		1/1/2023	12/31/2023	0%	Main Task	Multi-Departmental
Sub-Task 7C	Data Warehousing Post Go-Live Support		1/1/2024	6/30/2024	0%	Sub Task	Multi-Departmental
Sub-Task 8	ePlanLA Improvements		1/1/2023	12/31/2023	0%	Main Task	LADBS
Sub-Task 9	Universal Cashiering System Improvements		1/1/2023	12/31/2023	0%	Main Task	LADBS
Sub-Task 10	ePermit Enhancements		1/1/2023	12/31/2023	0%	Main Task	LADBS
Sub-Task 11	PCTS and OAS Integration with BOE and LADBS		1/1/2023	12/31/2023	0%	Main Task	DCP
Sub-Task 12	PCTS and OAS Improvements		1/1/2023	12/31/2023	0%	Main Task	DCP
Sub-Task 13	LID System Enhacement		1/1/2023	12/31/2023	0%	Main Task	LASAN
Sub-Task 14	LID System Replacement		1/1/2023	12/31/2023	0%	Main Task	LASAN
Sub-Task 15	Permit Tagging		1/1/2023	12/31/2023	0%	Main Task	LASAN
Sub-Task 16	On-Line Process and Procedures Manual		1/1/2023	12/31/2023	0%	Main Task	LASAN
Sub-Task 17	Training and Knowledge Transfer		1/1/2023	12/31/2023	0%	Main Task	LASAN
Sub-Task 18	Update to StreetsLA Permitting System		1/1/2023	12/31/2023	0%	Main Task	BSS
Sub-Task 19	Updates to Scheduling/Inspection Application		1/1/2023	12/31/2023	0%	Main Task	BCA
Sub-Task 20	BCA Portal Integration		1/1/2023	12/31/2023	0%	Main Task	BCA
Sub-Task 21	Virtual Inspection Study		1/1/2023	12/31/2023	0%	Main Task	BCA
Sub-Task 22	Training and Knowledge Transfer		1/1/2023	12/31/2023	0%	Main Task	BCA
Sub-Task 23	New CLATS Application		1/1/2023	12/31/2023	0%	Main Task	LADOT

Sub-Task 24	GIS Mapping of Projects		1/1/2023	12/31/2023	0%	Main Task	LADOT
Sub-Task 25	Customer Service Interface		1/1/2023	12/31/2023	0%	Main Task	LADOT
Sub-Task 26	Existing Application Integration and Migration		1/1/2023	12/31/2023	0%	Main Task	LAHD
Sub-Task 27	FIMS Application Improvements		1/1/2023	12/31/2023	0%	Main Task	LAFD
Sub-Task 28	Training and Knowledge Transfer		1/1/2023	12/31/2023	0%	Main Task	LAFD
Sub-Task 29	Executive Dashboard		1/1/2023	12/31/2023	0%	Main Task	LAFD

BuildLA Task/Project List (Addendum 4)

	Include in Portal	Centralized Application Needed	Existing Data Source Available to Share	Priority Critical (4), High (3), Medium (2), Low (1)	Notes
Project Charter Update	NO	NO	N/A	★★★★ (EARLY)	Expected to be complete in October 2022. Great time was taken to create the original charter document, and the intent of the update was to take into account many of the lessons learned between 2020 and 2022, including the need for contactless services due to the COVID-19 pandemic.. The charter will serve as a roadmap for all departments involved.
BuildLA Portal	YES	YES	YES	★★★★ (EARLY)	Customers and their authorized delegates will be able to interact with the city through a single space that tracks Development Services interactions. A solid strategy will be developed to allow the various department's applications to populate the portal. Task includes the development of a BuildLA Technology Best Practices (BTBP) document. Key element of the portal will be how customers get notified (emailed) when action is required? Will each departmental portal message/email the customer separately, or those action items will be sent to a central BuildLA messaging system? If the latter, then the event driven integration may work better than batch update.
Appointment System	YES	YES	YES	★★★★	**COMPLETED, except Portal inclusion**
Data Exchange / Warehousing	NO	MAYBE	MAYBE	★★★★ (EARLY)	Current Pilot being performed by BOE
Unique Project Identifier Number (UPIN)	YES	YES	NO	★★★★ (EARLY)	8-2022, Study in progress, due 10-2022. Likely will require a custom centralized application
Permit/Service Info.	YES	NO	YES	★★★	Expect one to many applications from each department
Clearance Status & Information	YES	MAYBE	YES	★★★	One or two centralized applications could be used, with LADBS being separate. DBS will have a separate data

	Include in Portal	Centralized Application Needed	Existing Data Source Available to Share	Priority Critical (4), High (3), Medium (2), Low (1)	Notes
					source. Clearance workflow to be reviewed.
Customer Service Request System	YES	MAYBE	YES	MAYBE	Not all may want to include in the portal. Custom application exists, but off the shelf is an option. Some have existing data sources. Could integrate with other systems like Permits or Appointments
Customer Ticketing System	MAYBE	MAYBE	MAYBE	MAYBE	Used for in person, non-appointment customers. LADBS to provide more information
Invoice/Payment/ Billing Information	YES	NO	MAYBE	★★	Customers to see account summary. Not all departments may have data sources available.
Virtual Inspection	MAYBE	MAYBE	MAYBE	MAYBE	Project request is in the early stages with BCA, DBS, BSS and LAFD.
Inspection Data Integration	YES	MAYBE	MAYBE	MAYBE	Customers can see the status of inspections. No existing data sourced known at this time. Could use an off the shelf application. To be discussed.
Multiple Language Support	YES	MAYBE	MAYBE	MAYBE	Essential for all new BuildLA components. Needs to be discussed and defined.
Information Access (rights)	YES	MAYBE	MAYBE	★★★★	What information can users view. This will need to be integrated into portal elements.
Kiosks	N/A	MAYBE	YES	MAYBE	Most likely will required a centralized application. Item needs to be discussed before assigning a priority.
Public Workstations – On Site and/or Satellite	N/A	MAYBE	YES	MAYBE	Customers could use these for web meetings. Item needs to be discussed before assigning a priority. Would utilize available existing data sources, if available.
Status Screens	N/A	MAYBE	YES	★	Most likely would require a centralized application. Would utilize available existing data sources, if available.

Addendum 5 - BuildLA Project Request Form

INSTRUCTIONS:
Please complete the following form in the space provided. The form will be submitted to the BuildLA Project Management team for inclusion on the monthly Steering Committee meeting agenda.

sarah.verin@lacity.org Switch account

Your email will be recorded when you submit this form

* Required

Name of Person Completing this Form *

Your answer

Agency of Person Completing this Form (Could be different from sponsoring agency) *

Your answer

Primary Sponsoring Agency *

Choose

Request edit access

Division of the Primary Sponsoring Agency *

Your answer

Co-Sponsoring Agency Names (Enter all that apply)

Your answer

Name(s) of Executive Staff Sponsor(s) (Primary and Co-Sponsoring) : *

Your answer

Requested Project Description (should include details about project benefits, how the project will improve service delivery and accountability, is this a City-wide or agency specific improvement, etc.): *

Your answer

Discuss consultant and/or staff resources you anticipate needing to complete the project. *

Your answer

Please describe below how the proposed project will achieve the following BuildLA objectives: *
- Customer/Stakeholder Improvement
- City Staff Efficiency Enhancement

Your answer

Request edit access

Will this Project be included in the "Portal"? (Please explain) *

Your answer

Will a centralized application be needed? *

- [ ] Yes
- [ ] No
- [ ] Maybe
- [ ] Unknown at this time

Are existing data sources available to share? *

- [ ] Yes
- [ ] No
- [ ] Maybe
- [ ] Unknown at this time

Any additional comments you would like to add

Your answer

A copy of your responses will be emailed to sarah.verin@lacity.org.

Submit Clear form

Never submit passwords through Google Forms.

This form was created inside of City of Los Angeles. Report Abuse

Request edit access

Google Forms

Request edit access

DISASTER RECOVERY PROCEDURES AND PLAN

The Disaster Recovery Procedures and Plan will describe the tasks and responsibilities that must occur during development, testing, and turnover to production phases, and post overall system acceptance to restore the BuildLA systems (System Disaster Recovery) and related business services (Business Continuity) to the level of operation before the disaster.

The Disaster Recovery Procedures and Plan will address, at a minimum:

I. A set of detailed instructions and checklists to support Disaster Recovery system assessment, restart/restore and application and data validation.
II. For turnover to production, provide the process details.
III. Documented Roll-back procedures, processes, and plans shall be developed and validated for use in case of System failure.
IV. Documented procedures, processes, and plans shall be put in place for the stand-by of key support resources.
V. Potential System failures and action points shall be documented, and mitigation plans and actions shall be developed and validated.
VI. Identification of key staff roles that must be trained in recovery procedures.

Disaster Recovery Testing/Drill(s) will be conducted to verify the plan meets the necessary requirements, to test processes and procedures, and to determine that roles and responsibilities are clear.

Business Continuity Procedures and Plan

A Business Continuity Procedures and Plan will be collaboratively developed once the data warehousing scheme has been determined. The plan will address, at a minimum:

I. A method for providing information to Development Services customers in the event of a disaster.
II. Backup and recovery procedures as well as disconnected operational capability to ensure that City operations can continue to operate in the event of an unexpected destruction of hardware, software, or communications through System failure, disruption of connectivity or natural disasters.
III. Arrangements for backup hardware or processing sites; off-site data storage; schedule for creation of backup media; and detailed recovery procedures for all anticipated types of disasters.
IV. A description of each anticipated type of disaster.
V. Escalation plans that specify the necessary points of contact and decision-making authority at the City offices and local provider levels.

SECURITY PLAN

A BuildLA Security Plan will be created to include the following areas:

I. Technical security controls and security architecture (communications, hardware, data, physical access, software, operating system, encryption, etc.).
II. Security processes (security assessments, risk assessments, incident response, etc.).
III. The technical approach to satisfy the following:
    A. Network segmentation
    B. Perimeter security
    C. Intrusion management
    D. Monitoring and reporting
    E. Host hardening
    F. Remote access
    G. Encryption
    H. Detailed diagrams depicting all security-related devices and subsystems and their relationships with other systems for which they provide controls
IV. Logical security controls (privacy, user access and authentication, user permissions, etc.).
V. The technical approach to satisfy the following:
    A. Application security and data sensitivity classification
    B. City-wide active directory services for authentication
    C. Interface security
    D. Security test procedures
    E. Security patch management
    F. Secure communications over the Internet
    G. Approach for compliance with Payment Card Industry Data Security Standard (PCI DSS)