

Docket Optical System - Docket #09-IEP-1C Demand Forecast (3 of 4)

From: "Aung, Than" <Than.Aung@ladwp.com>
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Date: 3/2/2009 5:07 PM
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Attachments: CEC-100-2008-011-CMF_LADWP 3of4.zip

DOCKET**09-IEP-1C**DATE MAR 02 2009RECD. MAR 03 2009

Due to the size of the attachments, this e-mail is being sent as 3 of 4.

To Whom It May Concern:

Herewith attached is LADWP Demand Forecast Data, required by the CEC.

Forthcoming in the mail are hardcopies of this submittal.

If any additional attention is required concerning this matter, please contact me at (213) 367-3367.

Best regards,

Than Aung

Los Angeles Department of Water & Power
 Power System
 Regulatory Standards & Compliance Group
 Office (213) 367-3367
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Housing that Works

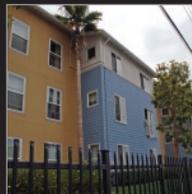
2008 – 2013

A 5 Year, \$5 Billion
Housing Plan for LA's Families



JOBS

HOUSING



TRANSPORTATION

ENVIRONMENT

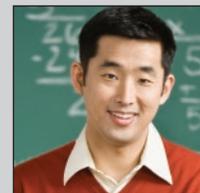


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Los Angeles faces a challenge that will redefine the landscape of our neighborhoods long into the future. Despite progress on new housing and investment in homes for low-income workers, the bottom line remains: too many middle-class families cannot afford to live in the City of Angels – and the housing we are producing does not match the housing we need.

Housing That Works draws a blueprint for tackling this challenge head-on. It invests \$5 billion over five years in affordable housing where it makes sense – along public transit corridors and close to job centers. It pledges to build housing in the right places, ensuring that we protect our neighborhoods and reinforce existing communities instead of undermining them. It sets in motion efforts to stabilize our neighborhoods and restore the dignity of families facing foreclosures. Most important, this proposal marshals our resources toward a single goal: building affordable homes for working people.

The problems affecting LA's middle class can be addressed with progressive, constructive, and forward-thinking policies. This City's economic success and vitality depend on the ability of local leaders and the community to plan for a future of sustainability and stability in our housing market. LA is the world's undisputed creative capital, but we haven't always applied our imaginations in all the right ways. Now we must come together to

build for today's families and plan for tomorrow's workers, to answer the call for housing all Angelenos can afford, and to offer residents the opportunity to realize the dream of homeownership.

This housing plan sets Los Angeles on course to reaching our goals. It provides us with the opportunity to lay the building blocks of a truly livable City. We must act now to solve our most intractable problems, put a roof over the heads of our fellow Angelenos, lay the foundations of progress for all residents, and ensure that our families' best days lie ahead of them.

Key Strategies

Housing That Works takes clear and concrete steps to house the homeless, restore dignity to our workers, and build and sustain a thriving middle class. Over the next five years, LA's leaders will implement a comprehensive set of strategies designed to address our housing crisis. We will:

- *Invest \$5 billion in affordable housing* by marshaling our resources, leveraging City funds, and building public/private partnerships.
- *Build and preserve homes for working people* by adding housing for families across all income levels, creating 20 sustainable transit communities, and adopting a citywide mixed-income housing ordinance.

- *Shift our strategy from managing homelessness to moving people out of it* by building permanent supportive housing where homeless men, women, and families are connected to social services, expanding Section 8 vouchers for the chronically homeless, and developing plans to transform public housing sites into vibrant mixed-income communities.

- *Protect and preserve our homes and neighborhoods* by launching the Neighborhood Stabilization Initiative to address the foreclosure crisis, expanding workforce housing, protecting affordability agreements set to expire, establishing long-term covenants to preserve affordable housing units downtown, and educating Angelenos about their rights and responsibilities as landlords and tenants.

These steps represent the key ingredients of a plan that provides housing our middle class families can afford and takes the first steps to building "housing that works" for all Angelenos.

Executive Summary

“Housing is the chokepoint for talent, for business, and therefore for the future of the LA economy. Unless we get housing for the economically less advantaged and the middle class, LA will not optimize its potential.”

Judy D. Olian

Dean and John E. Anderson
Chair in Management
UCLA Anderson School
of Management



Understanding the Problem

The lack of affordable housing in Los Angeles represents one of the most pressing economic and social challenges facing our City today. Middle class families cannot afford to live near job centers; the workers who fuel our economy have been forced to look elsewhere for a home and have been left without a public transit system to get them to the workplace. Meanwhile, the gap between what people earn and what they pay for housing is larger than any other metropolitan area in the U.S.

Despite unprecedented efforts to invest in affordable housing and extend the reach of LA’s tradition of prosperity to all Angelenos, the fact remains that hard working people cannot afford a decent place to live – and our economy, community and environment are suffering as a result.



The following presents a clear picture of some of the hardships confronting too many LA families today:

- More than 28 percent of LA's working families spend more than half their income on housing.¹
- Los Angeles leads the nation in homelessness, leaving more than 40,000 people without a home each night.²
- More than half of the City's senior renter households are rent burdened; this means they use more than 35% of their income for rent.³
- More than a quarter of all Los Angeles households live in overcrowded conditions.⁴
- This year alone, it is expected that more than 10,000 Los Angeles homeowners will lose their homes to foreclosure.⁵

Los Angeles and the Nationwide Housing Crisis

Compounding the difficulties in the local Los Angeles real estate market, the national economy has entered into a period of great uncertainty. During the past year, the US real estate market has been thrown into turmoil by the collapse of housing prices and the rapid escalation of mortgage defaults.

In recent weeks, the federal government proposed a sweeping series of programs to stabilize the economy. It is unclear what will be the end result of this market restructuring or how long it will take for real estate markets to regain stability. But there is little doubt the rapid pace of housing expansion during the past five years, will be dramatically slowed in the years ahead.

The City's economic success and vitality depend on the ability of local leaders and the community to plan for a future of sustainability and stability in our housing market. Comprehensive strategies to invest smarter, to build and preserve homes for working people and to move people out of homelessness will lay the building blocks for a truly livable City. By acting now, the strategies in *Housing That Works* will put Los Angeles and its communities on a course to reaching our goals.

¹ Center for Housing Policy, August 30, 2007 – Study of 31 Metropolitan Areas in US

² LAHSA Homeless Count 2008

³ City of Los Angeles Housing Element, 2006-2014

⁴ City of Los Angeles Housing Element, 2006-2014

⁵ Los Angeles Housing Department estimate



Executive Summary

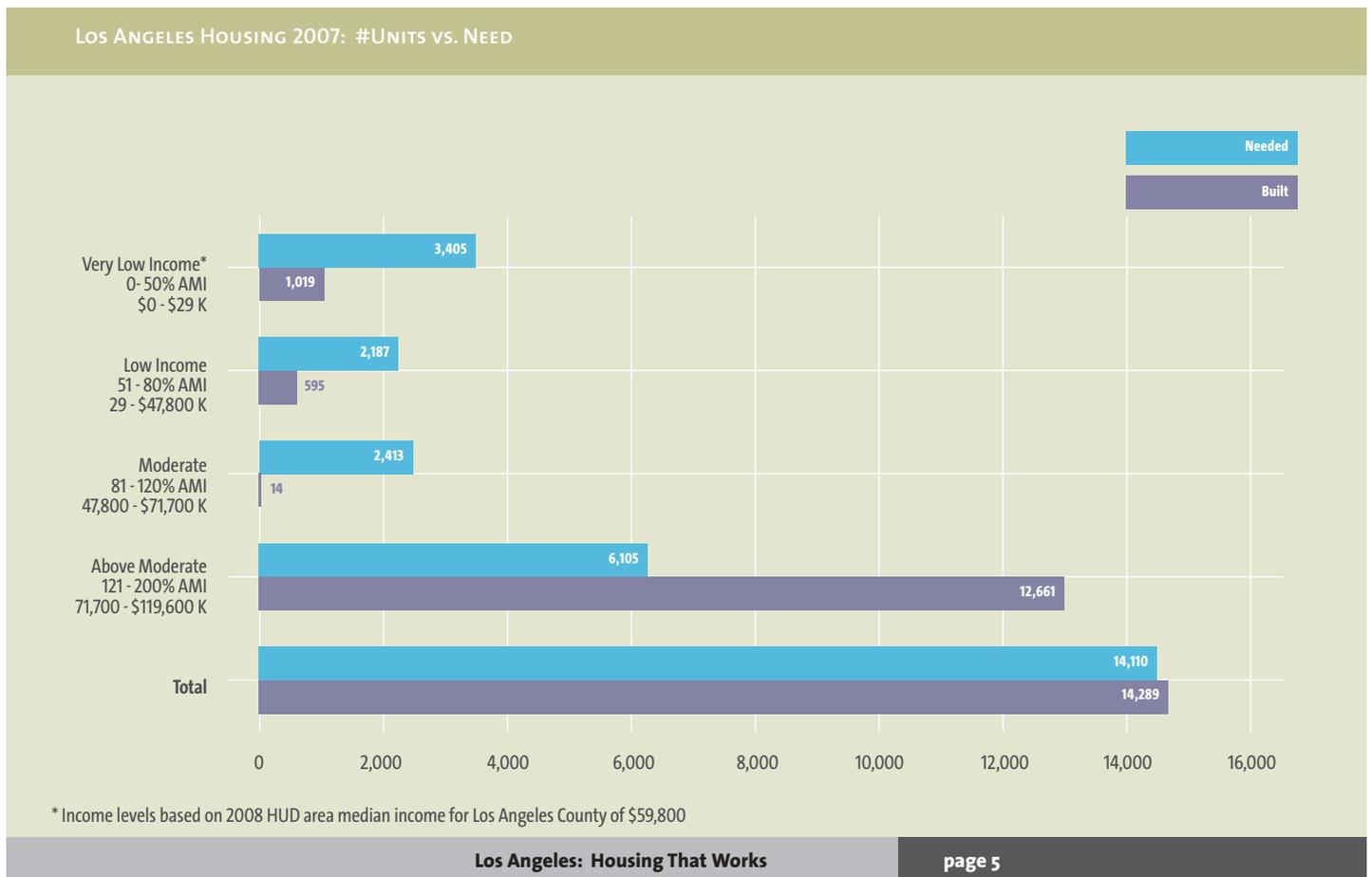


What We Need vs. What We Build

Despite record housing production and development throughout Los Angeles in recent years, the City still confronts a stark reality: there is a wide and growing gap between the housing we need and the housing we

build. While there is a sizeable number of units springing up for Angelenos at the high-end of the income spectrum, little is being built for the majority of working people in the LA economy – households earning between \$25,000 and \$75,000 per year.

In that light, Los Angeles needs an updated model for workforce housing – one that links housing growth to major employment sectors and one that serves all residents, not simply those with the greatest resources and highest incomes.





Executive Summary



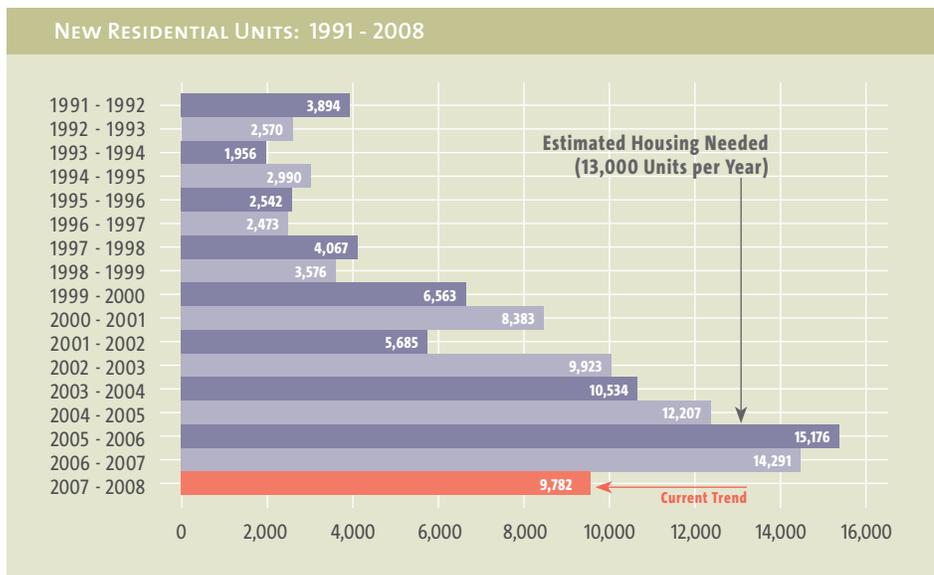
The Need for New Housing

In 2006 and 2007, new housing starts in Los Angeles broke all prior records. But these gains are being offset by more than 12 years of production shortages, leaving the City with a continuing deficit in housing availability. With the current credit crunch, the significant slow-down in new housing development and construction, the ongoing mortgage meltdown, and the nationwide foreclosure crisis hitting Southern

California harder than many major metropolitan areas, LA faces a perfect storm of low investment and a growing population in need of new homes. This situation must be addressed and this crisis must turn into an opportunity for innovation and creativity in the local real estate market – one that places housing production across the affordability spectrum at the top of our economic policy priorities.

A Blueprint for Affordable Housing

Housing That Works lays the foundation for an historic investment in affordable housing for LA. Over the next five years, LA's leaders will work with partners in the public and private sectors to change the way the City approaches the challenge of housing and use every tool at their disposal to create the real estate market we need for a successful future.



5 Year Action Plan

The following steps and strategies comprise the key components of LA's effort to solve the housing crisis in the coming years:

INVEST \$5 BILLION IN AFFORDABLE HOUSING

At a time of uncertainty and instability for LA's families and workers, this City needs to focus its resources and rededicate itself to a forward thinking, long term commitment to building affordable housing.

- **Leveraging City Resources**

The Mayor's five-year capital plan leverages \$1 billion of public funds for housing into a five-year, \$5 billion investment in affordable and workforce housing.

- **Developing Public/Private Partnerships**

This proposal engages key partners in the private sector – including developers, employers, and financial institutions – to respond to the housing crisis of Los Angeles.

BUILD AND PRESERVE HOMES FOR WORKING PEOPLE

A central challenge in the Los Angeles affordable housing market entails bridging the gap between the housing we produce and the housing we need. *Housing That Works* tackles this challenge by directing public resources toward the production and preservation of 20,000 homes across the income spectrum.

- **Adding Housing for Families at Every Income Level**

The Mayor's plan focuses on the disparity between what is built and what our community needs, and sets specific goals for housing across the income spectrum.

- **Creating Sustainable Transit Communities**

The Mayor's plan focuses new development in the areas where it makes the most sense – along public transit corridors and close to job centers. Under his leadership, this plan creates 20 transit district plans in 5 years, launches a sustainable community initiative, protects the

environment, connects homes and places of work, and improves the quality of life for every Angeleno.

- **Promoting Mixed Income Housing**

Under the Mayor's leadership, the City will adopt a mixed-income housing ordinance, ensuring that every community and every new development includes housing for families of all income levels and expands the housing options for LA's workforce.

- **Streamlining the Development Process**

This plan eliminates the time-consuming process of navigating the bureaucracy and seeking out the appropriate office for development permits and approvals. Using the Mayor's "12-2 Development Reform Plan," the City will streamline the land use application process.

SHIFT OUR STRATEGY FROM MANAGING HOMELESSNESS TO MOVING PEOPLE OUT OF IT

For too long, Los Angeles has been dubbed the “homelessness capital of the world.” With 40,000 men, women, and children facing life without a home each night, it is time to change our approach, develop new strategies for confronting the challenge of homelessness in our City, and shift our focus from managing the problem to taking steps to solve it. This effort includes:

- **Building Permanent Supportive Housing**

Mayor Villaraigosa will expand his unprecedented effort to put a roof over the heads of the City’s homeless by increasing the number of Section 8 vouchers for the chronically homeless, and connecting them with the social and health services they need to emerge from poverty and build successful lives.

- **Transforming Public Housing**

The Mayor’s plan will complete the redevelopment of Jordan Downs and initiate efforts to transform public housing sites into vibrant mixed-income communities.

PROTECT AND PRESERVE OUR HOMES & NEIGHBORHOODS

Los Angeles is caught in the wave of foreclosures sweeping through cities and towns nationwide. The foundation of people’s livelihoods – their homes – is crumbling beneath their feet, and the dream of buying and renting a home or apartment remains out of reach for too many working families.

Housing That Works takes action to beat back this crisis and help Angelenos ride out the current housing storm by:

- **Addressing the Foreclosure Crisis**

The Mayor’s plan launches the Neighborhood Stabilization Initiative to provide counseling to borrowers in default, stabilize hard-hit neighborhoods, remove blight from foreclosed properties, and convert vacated homes into workforce housing.

- **Preserving the Affordability of Rental Housing**

Mayor Villaraigosa’s proposal preserves 14,000 units of affordable rental housing, limits the loss of rent-controlled units, establishes new rent-control policies, and develops long-term covenants to protect downtown housing options.

- **Educating Landlords and Tenants**

Working with partners in the Los Angeles Housing Department, the Mayor’s office will coordinate a campaign to train and educate Angelenos about their rights and responsibilities as both landlords and tenants.

Invest \$5 Billion in Affordable Housing

Since taking office, Mayor Villaraigosa has made an unparalleled commitment to affordable housing. In just three years, he has fully funded the Affordable Housing Trust Fund at \$100 million per year; launched the \$100 million New Generation Fund to finance the acquisition of land and buildings for affordable housing; created a \$30 million land acquisition fund for the development of permanent supportive housing; and used a \$75 million new market tax credit to spur growth in housing for working families.

Building on this record of success, Mayor Villaraigosa will invest \$5 billion in affordable housing projects over the next five years. Using public funds and working with private partners, the Mayor will set the City on a course toward a future of equality and progress in the real estate market, and LA will reap the benefits of an historic movement to build homes for workers and families.



Leveraging City Resources

In January 2008 Mayor Villaraigosa appointed a team of housing finance experts from four City agencies and charged them with the responsibility of breaking down the barriers between City departments and maximizing every City dollar available for affordable housing. The result of their work is a first-ever, five-year capital plan designed to commit \$5 billion to affordable housing in Los Angeles.

Working together, the Mayor's Housing Finance Team identified more than \$1 billion in dedicated resources for the development, financing, and construction of homes for LA's homeless and low- and middle-income families. This includes:

- More than \$200 million each year from public sources, such as the LA Housing Department (LAHD) Affordable Housing Trust Fund, the Community Redevelopment Agency (CRA/LA) Affordable Housing Trust Fund, the Housing Authority of the City of Los Angeles (HACLA) Project Based Vouchers program, and Los Angeles Homeless Services (LAHSA) Shelter Plus Care funding.
- More than \$820 million from County, State, Federal and private sources.

Over the next five years, locally managed City housing funds will reach \$1 billion and the Mayor's housing effort will leverage \$4 billion from non-City sources – bringing the grand total for affordable housing to \$5 billion.

LOS ANGELES 5-YEAR HOUSING CAPITAL PLAN (SEE APPENDIX FOR DETAIL)

The following charts outline the current levels of resources dedicated to affordable housing from public and private sources, as well as the five-year outlook under the Mayor’s plan:

| City of Los Angeles Housing Capital | One-Year | 5-Year |
|---|-------------------------|-------------------------|
| LAHD AFFORDABLE HOUSING TRUST FUND | \$ 54,762,000 | \$ 348,000,000 |
| CRA/LA AFFORDABLE HOUSING TRUST FUND | 54,600,000 | 256,000,000 |
| HACLA AFFORDABLE HOUSING PROJECT FUND | 80,973,000 | 363,000,000 |
| HACLA/LAHS A AFFORDABLE HOUSING PROGRAMS | 10,000,000 | 33,000,000 |
| TOTAL CITY SOURCES | \$ 200,335,000 | \$ 1,000,000,000 |
| Public / Private Sector Leverage | | |
| LOW INCOME HOUSING BONDS | \$ 198,000,000 | \$ 1,205,800,000 |
| TAX CREDIT EQUITY | 270,000,000 | 1,700,000,000 |
| COUNTY, STATE, FEDERAL GRANTS | 178,200,000 | 504,200,000 |
| PRIVATE SECTOR LOANS | 176,000,000 | 590,000,000 |
| TOTAL PUBLIC/PRIVATE SECTOR LEVERAGE | \$ 822,200,000 | \$ 4,000,000,000 |
| 5-YEAR HOUSING CAPITAL PLAN | \$ 1,022,535,000 | \$ 5,000,000,000 |

Invest \$5 Billion in Affordable Housing

Housing That Works paves the way for new, productive partnerships with non-profits, the foundation community, lending institutions, federal and state governments, and other housing stakeholders.

An example of an early success in this area is the New Generation Fund. This \$100 million dollar fund will finance the acquisition of new sites for building affordable housing for working families. Financing site acquisition is among the hardest parts of developing housing and thus the New Generation Fund is an important new tool for the City. Significantly, it is the result of a path-breaking partnership between the City, banks, foundations, and national community development and housing finance organizations.



Developing Public/Private Partnerships

Housing That Works envisions forging new partnerships and reinvigorating existing ones over the life of the plan. Specifically it will:

- Launch a 5 Year Partnership with Enterprise Community Partners that will guarantee \$700 Million in grants, equity and loans for affordable housing development programs in Los Angeles over the next 5 years.
- Open the door to collaboration with the housing finance sector to bring new streams of funding to support the development of new housing for all Angelenos.

- Collaborate with LA's employers to leverage our shared commitment to create affordable homes for the City's workforce and give workers the opportunity to live closer to their jobs and offices.
- Build partnerships with developers to increase production of housing for LA residents across the income spectrum and gain the commitment of builders and businesses to build more homes for the middle class.



Even in the face of a rapidly changing real estate market, Los Angeles housing needs will continue to grow. The vast majority of new housing will depend upon the private sector continuing to invest their equity, put together sites and deals, and to be optimistic about LA's real estate future.

Housing that Works aims to provide certainty for developers and investors by streamlining the development process and creating new development opportunities throughout LA.

- Implement the 12-2 Development Reform Plan
- Create 20 Transit Oriented Districts
- Transform over 100 acres of low density public housing into vibrant mixed income communities

Build and Preserve Homes For Working People



Adding Housing for Families at Every Income Level

In order to remain economically competitive, Los Angeles must provide homes for the workers that fuel our local economy. The goal of Mayor Villaraigosa's Five-Year Housing Plan is to expand the range of housing choices by building quality homes for people of all ages and incomes.

The Mayor's plan sets forth a clear plan for the City to build and preserve 20,000 units of housing across the income spectrum, identifying public and private funding sources for new projects and outlining a strategy for meeting the City's goals within five years.

As part of this push to add housing to the LA landscape for families of every background, the Mayor is putting the pieces in place to build:

- 2,200 units for chronically homeless individuals
- 8,800 units for residents making up to \$29,000 per year
- 3,800 units for Angelenos making between \$29,000 and \$42,000 per year
- 2,600 units for individuals and families taking in between \$42,000 and \$52,000 per year
- 2,600 units for households earning incomes between \$52,000 and \$90,000 per year

The chart details the number of units per income level, and the departments responsible for producing the housing:

AFFORDABLE HOUSING GOALS

| Income Level % of AMI (4-Person Household)* | 5-Year Target Produce & Preserve | Program | Housing Units | Department |
|---|--|--|------------------|------------------------------|
| CHRONICALLY HOMELESS | 2,200 | Permanent Supportive Housing | 2,200 | LAHD, CRA/LA, HACLA & LAHSA |
| VERY LOW INCOME ** | 8,800 | Public Housing Development (including units with tax credit) | 1,500 | HACLA |
| 0 - 50% AMI | | Public Housing Preservation | 1,000 | HACLA |
| 0 - \$29 K | | Multi-Family Tax Credit Housing* | 3,800 | LAHD & CRA/LA |
| | | Multi-Family Rental Bond Housing | 2,000 | LAHD & CRA/LA |
| | | Units Produced through Mixed Income requirement, Land Use Incentives & Innovative Design | 500 | City Planning, LAHD & CRA/LA |
| LOW INCOME | 3,800 | Multi-Family Rental Tax Credit Housing | 300 | LAHD & CRA/LA |
| 51 - 80% AMI | | Workforce Housing Employer Assisted Housing, Foreclosure Intervention & Homeownership | 500 | LAHD, CRA/LA & HACLA |
| 29 - \$47,800 K | | Units Produced through Mixed Income requirement, Land Use Incentives & Innovative Design | 3,000 | City Planning, LAHD & CRA/LA |
| MODERATE INCOME | 2,600 | Workforce Housing Employer Assisted Housing, Foreclosure Intervention & Homeownership | 600 | LAHD & CRA/LA |
| 81 - 120% AMI | | Units Produced through Mixed Income, Land Use Strategies & Innovative Design | 2000 | City Planning, LAHD & CRA/LA |
| ABOVE MODERATE | 2,600 | Workforce Housing Employer Assisted Housing, Foreclosure Intervention & Homeownership | 600 | LAHD & CRA/LA |
| 121 - 200% AMI | | Units Produced through Mixed Income requirement, Land Use Incentives & Innovative Design | 2,000 | City Planning, LAHD & CRA/LA |
| CITY GOALS | 20,000 | | | |

* Income levels based on 2008 HUD area median income for Los Angeles County of \$59,800

** Includes homeless individuals and families moving out of shelters

Mayor Villaraigosa recognizes that efforts to expand affordable housing, improve public transportation, and protect the environment must go hand-in-hand. Building affordable housing along public transit corridors and close to job centers must be a cornerstone of LA's future development. It means shorter commutes for workers, less pollution from cars stuck in rush-hour traffic, lower greenhouse gas emissions, and a higher quality of life for local families.

According to the Federal Department of Transportation, eliminating a daily 10-mile commute by car would save about 4,600 pounds of CO₂ per year or about a 10% reduction in a family's carbon footprint.

Build and Preserve Homes For Working People



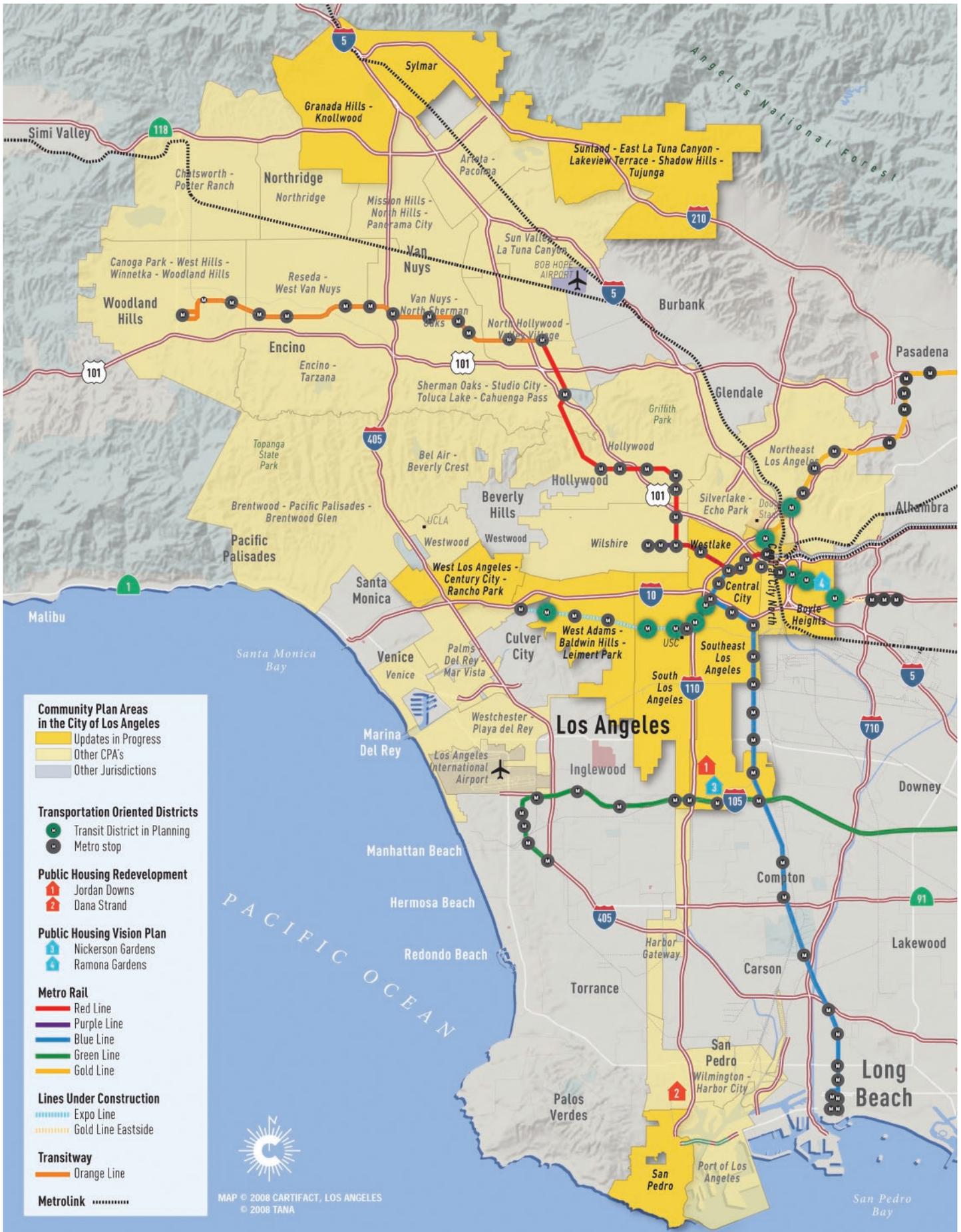
Creating Sustainable Transit Communities

Mayor Villaraigosa's plan establishes the Sustainable Communities Initiative – an effort to stimulate the development of 20 transit-oriented, environmentally-friendly neighborhoods over the next five years. These communities will house low- and middle-income families in locations that make sense: near Metro rail stations and bus routes and with easier access to people's places of work. Each of these areas will include:

- Investment in public infrastructure projects, such as sidewalks, trees, lighting, and parks.
- Housing incentives to promote mixed-use, mixed-income housing developments near transit.
- Up front environmental planning to expedite the development process.
- Community engagement from the beginning of the planning process.

This year 10 transit oriented district (“TOD”) plans have been funded at Metro stops along the Gold Line extension in East LA and the Exposition Line in South LA. Over the next 5 years, the Mayor will fund 10 additional transit district plans to engage residents in envisioning their communities as walkable, transit oriented neighborhoods.

Each “TOD” plan will become incorporated into the community planning process and will focus development around transit linking housing to employment through the growing network of public transportation.



Build and Preserve Homes for Working People

Almost one third of jurisdictions in California have adopted a mixed income housing program. A recent study by the Non-Profit Housing Association of Northern California found that since 1999 such programs have helped produce more than 29,000 units of housing. This is enough to house at least 80,000 people.

In Los Angeles and Orange Counties the following cities have adopted mixed income programs designed to increase the availability of housing for people across the income spectrum:

Agoura Hills, Avalon, Brea, Calabasas, Huntington Beach, Irvine, Laguna Beach, Newport Beach, Pasadena, Rancho Palos Verdes, San Clemente, San Juan Capistrano, Santa Monica, and West Hollywood.



Promoting Mixed Income Housing

Housing is critical infrastructure to a well-functioning city. For more than 20 years, new housing development in Los Angeles has produced very little housing for lower income households and virtually no housing for the middle class. In order to ensure LA's employees can afford to live within a reasonable commuting distance from where they work, the City of Los Angeles Mixed Income Housing policy will require the development of moderately-priced housing in conjunction with market rate development.

In partnership with the City Council, Mayor Villaraigosa is proposing a citywide mixed-income housing ordinance to ensure that all families have a place to live in Los Angeles, regardless of income. The measure will require new housing developments above a certain size to include affordably-priced units. The ordinance is designed to address the

mismatch between what LA needs and what the City builds. More than 170 jurisdictions in California have adopted mixed income ordinances to create a mix of housing affordability in new developments, something that has proven to be a valuable tool for increasing the range of housing choices available to families.

Expanding beyond the idea of mixed income developments, the Mayor will require all community plans to include mixed income goals, opening the doors of quality rental housing and homeownership to Angelenos of every background.

MAYOR VILLARAIGOSA MIXED INCOME POLICY GOALS

MANDATORY WITH CHOICES

- Require all new housing developments above a certain size to produce housing for a mix of incomes
- Requirements would be set to achieve a balance of very low, low, and moderate income housing
- Developers could choose the income mix that works best for their project

FLEXIBLE OPTIONS FOR IMPLEMENTATION

- Allow housing units to be built off site within the same community
- Preserve the City’s existing affordable housing stock by extending the life of expiring affordability covenants
- Allow developers to provide land or cash in lieu of developing housing on site

ENCOURAGE PARTNERSHIPS

- Encourage partnerships between affordable and market rate housing developers
- Encourage partnerships between housing developers and major employers
- Encourage partnerships between housing developers and public housing agencies

ACCESS TO INCENTIVES & FINANCIAL TOOLS

- Utilize all adopted affordable housing incentive programs such as the Density Bonus Ordinance and the Downtown Housing Incentives
- Allow projects to apply for financial assistance for affordable units above the required threshold
- Encourage the use of tenant based Section 8 rental vouchers

Build and Preserve Homes for Working People



Streamlining the Development Process

Implement the 12-to-2 Development Reform Plan

On April 14, 2008 Mayor Villaraigosa issued a directive to all City departments to immediately begin implementation of the 12-to-2 Development Reform Plan, eliminating redundancies and conflicting practices that impede the development process. Specifically, the 12-to-2 plan increases the transparency and accountability of both the planning and development processes. Furthermore, it allows the city to begin the process of targeting housing development where it is needed most. For these reasons, implementing the 12-to-2 Development Reform Plan is critical to the success of the Mayor's five-year housing plan.

THE 12-to-2 DEVELOPMENT REFORM PLAN

The 12-to-2 Development Reform Plan streamlines the City's entitlement and permitting processes while protecting Community Plans and spurring growth in the local economy. Currently, land use applications can get caught in 12 different departments, bureaus or agencies, making it a time-consuming and expensive process for all stakeholders.

The 12 departments, bureaus or agencies are:

- Planning
- Building and Safety
- Fire
- Transportation
- Engineering
- Sanitation
- Street Services
- Street Trees (Urban Forestry)
- Street Lighting
- Water and Power
- CRA/LA
- Housing

Under the 12-to-2 Development Reform Plan, one department (Planning) will coordinate the 12 departments involved in the entitlement phase and one department (Building and Safety) in the construction phase.

The 12-to-2 Development Reform Plan will give residents one point of contact where they can voice any concerns they may have about an application. This Plan will help facilitate good planning practices and make working with the City more efficient and cost-effective.