



LONG BEACH
DEVELOPMENT
SERVICES

STRATEGIC PLAN 2023





STRATEGIC FRAMEWORK

A strategic planning committee made up of staff from throughout the Long Beach Development Services Department convened to develop a shared vision of the Department's ultimate goals and priorities.

Using input gathered from six employee focus groups and an online employee survey, the committee developed this strategic framework that will guide the Department as it works to address the most important issues and challenges Development Services will face over the next several years.

VISION

A leader in the delivery of effective community development services.

MISSION

A team of dedicated experts who work with our community to build and sustain a safe, resilient, and equitable Long Beach.

VALUES

- + **Teamwork:** Working in a cohesive and unified manner to share our expertise in the provision of services.
- + **Customer Service:** Providing timely, transparent, and innovative service that meets customer needs while ensuring health and safety.
- + **Communication:** Providing regular, intentional, clear, and consistent information and outreach to ensure an understanding of Department processes and mission.
- + **Professionalism:** Conducting oneself with respect, fairness, and consideration for others.
- + **Accountability:** Holding ourselves and customers to the standards in place, admitting and addressing mistakes, and providing reliable and transparent service.
- + **Adaptability:** Embracing change and meeting challenges with flexibility and creativity.
- + **Lifelong Learning:** Ensuring staff have ongoing training, education, and cross-training opportunities in order to retain institutional knowledge and build capacity for innovation.

KEY FOCUS AREAS



Empowering Our Workforce

Elements of success:

- Advocating for competitive compensation
- Maintaining appropriate levels of staff and workload
- Promoting professional development and employee growth
- Listening and responding to staff concerns
- Ensuring accountability at all levels



Leading With Technology

Elements of success:

- Procuring and developing an efficient Land Management System
- Understanding data from our systems to make decisions
- Standardizing the applications used throughout the Department
- Making information easily accessible
- Automating workflows



Focusing on Core Services

Elements of success:

- Identifying and prioritizing core services
- Streamlining processes
- Providing timely customer service
- Employing data from our systems to make informed decisions



Demystifying Development Services

Elements of success:

- Enhancing external communication
 - Improved Department identity
 - Effective outreach
 - Improved website
- Enhancing internal communication to build Department cohesion
 - Well-documented policies and procedures
 - Intra-Department and Inter-Bureau collaboration



Institutionalizing Equity

Elements of success:

- Embedding equity considerations into internal and external operations



DEPARTMENT PROFILE

The Development Services Department serves the City of Long Beach by offering a variety of programs and services related to planning, building and safety, code enforcement, affordable housing, neighborhood improvement, and historic preservation. Consisting of roughly 190 employees, the team works to create and maintain a safe, dynamic, and sustainable city.

The Department consists of four public-facing bureaus delivering inter-related services, all committed to providing an exceptional experience for those who live, work, and visit Long Beach. These bureaus are: Building and Safety, Code Enforcement, Housing and Neighborhood Services, and Planning. The organizational structure also includes an Administrative and Financial Services Bureau and a Communications Division dedicated to ensuring customer service and transparency at all levels.

BUREAU RESPONSIBILITIES



PLANNING

Conducts proactive planning to promote economic development and prioritization of the quality of life for residents



HOUSING AND NEIGHBORHOOD SERVICES

Offers services related to preserving and developing affordable housing

BUILDING AND SAFETY

Works to ensure the safety of the built environment for those who live, work, and visit Long Beach



CODE ENFORCEMENT

Proactively addresses and responds to complaints of code violations to maintain and improve the quality of life in Long Beach



ADMINISTRATIVE AND FINANCIAL SERVICES BUREAU

Provides personnel, financial management, and executive office support for the Department



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