

PROPOSED WORK PLANS FOR CITY DEPARTMENTS

Status Update for FY 2018/2019

New Work Plans for FY 2019/2020

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FISCAL YEAR 2018-19 WORK PLANS

STRATEGIC PLAN INITIATIVES

Goal Two: Enhance Restoration and Utilization of Ballona Creek

Objective 1: Make Ballona Creek More Walkable, Bikeable, and Connected to the City of Culver City

- Assess the feasibility and availability to expand the Special Enforcement Team (SET) to focus on reducing specific criminal activity.
 - Track and continually evaluate the effectiveness of the Special Enforcement Team, particularly on response time and crime prevention in the La Ballona Creek and commercial areas.

Status: Ongoing; Since the inception of SET, the Department's average emergency response time has decreased by nearly a minute, from 4:17 to 3:32. This improvement is attributed to the unit's ability to get around traffic congestion, as well as their saturation of areas that typically experience a high volume of calls. The unit also serves as an overlap shift between day and morning watch shifts, ensuring there are always patrol units in the field.

- Continue and improve the Department's proactive and predictive policing approach to prevent and reduce criminal activity.

Status: Ongoing; During the last year, SET has impacted the Department's property crime rate, which is down approximately 15% over that time. The unit's high visibility patrol around the Westfield Shopping Center, as well as their saturation of the areas around the Culver City Stairs, Baldwin Overlook, La Ballona Creek, and the Downtown Business District, has a positive effect on deterring crime in those areas.

- Continually monitor the Department's strategy for maintaining and improving response time.

Status: Ongoing; Once staffing and funding allows, the Department would like to grow the Special Enforcement Team by adding another five (5) person team. The unit would continue with the focus of impacting crime, growing police presence in the La Ballona Creek, decreasing average response time, being a positive community interaction method, as well as giving the Department increased SET coverage seven days a week.



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- Evaluate the Department's current crime analysis technology and research the feasibility to invest in other technologies.

Status: *Ongoing; During the last year, the Department has invested in several software programs to assist the Crime Analysis Unit in producing analytical products, tactical crime bulletins, and administrative reports. The Department has also invested numerous hours shaping Mark43's (Records Management System) analytics and Lexis Nexis' Crime Analysis Center to assist with ongoing investigations.*

The Department purchased Camtasia, video editing software that extracts surveillance video from businesses and residences who were recently victimized to create crime bulletins in the attempt to identify suspects and form investigation leads.

In May 2018, the Department exported historical crime data to Lexis Nexis' Crime Analysis Center, mapping software, which analyzes crime hotspots to assist Patrol in the field. Currently, the Crime Analysis Unit is working on adding new data from Mark43. The project is ongoing.

In August 2018, Mark43, launched a new feature called Analysis, which has been in development for the last year. Analysis provides real-time reports the Crime Analysis Unit can access at anytime, anywhere, without risking the data's security. While Analysis is still in its infancy, it has been a beneficial feature in providing public and media data requests.

In December 2018, the Department purchased crystal reports software, a report designer program that allows the Crime Analysis Unit to mine various data sources, including Mark43 and Tiburon Computer Aided Dispatch (CAD) to provide real-time statistical information in minutes.

- Continue traffic enforcement and education in furtherance of the Vision Zero project, as well as enhanced communication with the City's Public Works Department for traffic engineering improvements as identified.

Status: *Ongoing; We continue enforcement and education efforts in furtherance of the Vision Zero project, through participation with the Office of Traffic Safety (OTS) program. OTS administers traffic safety grants while fostering partnerships to deliver innovative programs that reduce traffic deaths, injuries, and economic losses. The program has identified ten priority areas of concentrations for education and enforcement focus: alcohol-impaired driving, distracted driving, drug-impaired driving, infant/child safety, pedestrian and bicycle safety, traffic records, emergency medical*



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services, roadway safety, and motorcycle safety. Comparing fatality and injury statistical data stemming from traffic collisions between 2017 and 2018, the City of Culver City saw a 33% fatality and 15% injury reduction.

Goal Four: Promote Workforce Diversity and Development

Objective 1: Advance Workforce Development and Succession Planning

- Initiate the creation of a 2019-2022 Department Strategic Plan document.

Status: *Ongoing; The Command Staff appointed a Strategic Planning Committee, including sworn and professional staff, to create the Department's 2019-2022 Strategic Plan.*

- Evaluate and assess the Department's organizational structure with the intent to streamline, improve and maintain effective and efficient processes in providing the highest level of service.
 - Assessments will include the allocation of resources, staffing levels, equipment, technology, and training.

Status: *Ongoing; In assessing the exponential growth of the Department's community engagement over the last few years, the Department reallocated the primary responsibilities of a few managers and supervisors, allowing for the creation and growth of a Community Relations section. This section, which is managed by the Community Relations Lieutenant, focuses on enhancing and refining the Department's partnerships, community outreach and engagement, and social media footprint. At the forefront of these community outreach efforts is the Partnership in Policing (PIP) Team, which strives to provide a personalized police service to the residents, businesses, and community groups of Culver City.*

As a part of evaluating staffing levels around the Department, a significant necessity and concern was identified in the staffing levels of the Jail. As has been highlighted by the Board of State and Community Corrections (BSCC), our current jail staffing is inadequate, completely out of compliance, and not to par with industry standards. The Department is currently in the process of exploring different options to address this issue, working with City's leadership and employee bargaining groups to find the most effective and fiscally efficient solution.

- Emphasize and expand succession planning, including the utilization of a management and supervisory team building workshop.



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Status: Ongoing; We continue to participate in Procedural Justice training for sworn and professional staff supervisors, training aimed at fostering respect, legitimacy, transparency, fairness and partnerships.

We continue to participate with Government Alliance on Race and Equity (GARE), having sent two Lieutenants/Managers.

In 2018, Department staff participated and completed the following training and leadership development programs:

- Two (2) Officers attended the Women in Law Enforcement Leadership Symposium
- Two (2) Officers graduated the LA County Deputy Leadership Program (DLI)
- Four (4) Sergeants attended/graduated the Supervisory Leadership Institute (SLI)
- Three (3) Lieutenants attended/graduated the LAPD West Point Leadership Program
- One (1) Lieutenant attended/graduated the FBI National Academy

The Department currently has approximately one dozen (12) staff members utilizing the City's tuition reimbursement program as they forward their formal education through various Bachelor's and Master's programs.

Over the last 24 months, the Department has hired/ promoted the following:

- Hired fifteen (15) police officers
- Hired six (6) professional staff members
- Promoted six (6) sergeants
- Promoted three (3) lieutenants
- Promoted/ Hired two (2) professional staff managers

The Department is in the process of planning a supervisory and management team building workshop set to take place in the Fall of 2019.

- Continue to maintain and grow the Department's community outreach efforts and strengthen community partnerships.

Status: Ongoing; The Police Department is continually expanding and improving its community outreach efforts. We continue to host and attend nearly 25 Neighborhood Watch meetings annually throughout the City and host several Community Town Hall meetings addressing newly implemented police programs and policies. The Department held a Citizen's Police Academy in the Summer of



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2018. In August 2018, we held our most successful National Night Out event to date.

The Community Relations section, working with the City's social media consultant, has grown the Department's social media footprint via Facebook, Twitter, Nixle, Nextdoor, GovDelivery and Instagram.

The Department, working in conjunction with CCFD, has begun to advertise "Everbridge," a new and improved emergency notification system. The Department launched a newly improved Department website compatible with the City's platform, utilizing the website to disseminate public safety information, along with upcoming community events and outreach programs.

The Department continues to add new community engagement programs, such as Curbside Coffee Chat, CCPD "Reads at Schools" Program, Community Safety Update videos, and a Department YouTube Channel, as well as co-sponsoring a very successful Gun Buy Back event with the Girls Scouts.

The Department continues to foster a partnership with the Culver City Unified School District (CCUSD) through emergency preparedness and enhanced communication. In collaboration with CCUSD, we conducted a school safety presentation at Linwood E. Howe Elementary. The Department also participated in the Walk n Rollers and GoHuman campaigns.

The Department continues to participate in the Young Black Achievers Program (an extracurricular program to help mentor, specifically Black youth) under the umbrella of the My Brother's Keeper Program at the Culver Middle School.

The Police Department continues to grow our Police Explorer program, comprised of local high school students. This youth program is designed to provide youth with life skills, education and leadership experience to become productive members of society, in addition to having the opportunity to start a future career in law enforcement.

Our Partnership in Policing (PIP) team attended and participated in the "Days of Dialogue" seminar, which focused on social justice issues. CCPD also participated in the 15th Annual Kids Carnival celebrating Culver City's Disability Awareness Month.

The Department continues to participate in the Pink Patch Project, which helps raise money to fund Breast Cancer research and education. For the first time, the Department participated in the Movember Foundation fundraiser, which helps raise



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money for prostate cancer, testicular cancer, and mental health and suicide prevention.

This past holiday season, the Police Department participated with the Fire Department in the "Spark of Love" toy drive. The toy donation was successful in providing a large number of toys to the Children's Hospital of Los Angeles and the Upward Bound House in Culver City.

Currently, the Department is at the forefront of the new county wide Youth Diversion and Development program. This program is designed to get minor youth offenders, who are eligible, immediately into a diversion program in an attempt to keep them from entering the criminal justice system. The program is run through the LA County Department of Health Services and will eventually be the youth diversion program for the entire County. The Culver City Police Department requested to be among the first agencies to participate in the program, which is in the final stages of preparation before being rolled-out. The diversion programs themselves are provided by local community entities, as to enhance the offenders ability to participate and receive the benefits of the services.

Goal Five: Identify new Revenue Sources to Maintain Financial Stability

Objective 1: Potential Retail Marijuana Excise Tax

Now that recreational marijuana has been legalized in California, the City Council will consider whether dispensaries will be permitted in Culver City

- The Department will monitor the marijuana businesses:
 - Monitor and track calls for service and any crime associated with the marijuana businesses.

Status: *Ongoing; To this point, the Department has not experienced any calls for service or related crime associated with the newly forming marijuana businesses in the City.*

- In coordination with the City Manager's Office, during the permit process, assist with the review of the Applicant's security plan and background checks

Status: *Ongoing; The Department has been involved with the implementation of Marijuana businesses in the City, including participating on the initial Marijuana Committee, assisting with developing the application and permit process, developing criminal background check guidelines, as well as reviewing dozens of backgrounds and security plans for cannabis store business applicants.*



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- Use the Department's Special Enforcement Team (SET) to provide a highly visible presence at, and around, the marijuana businesses in an effort to reduce or deter quality of life issues.
- Assist the City's Code Enforcement Division with enforcing the marijuana business rules and regulations.

Status: *Ongoing; With the first Marijuana business only recently beginning operation, the Department has not yet been in the position to monitor or regulate the marijuana businesses for compliance.*

Goal Six: Enhance Culver City's Reputation as a City of Kindness

- Expand the Department's Mental Health Resources:
 - Identify additional mental health resources available through partnerships (County Mental Health, local non-profits, universities) for response, care and treatment of individuals in need.

Status: *Ongoing; The Department continues to foster relationships with the LA County Department of Mental Health, Saint Joseph Center, Exodus, and the Upward Bound House. We also continue to participate with the City's "Committee on Homelessness." During the meetings, members provide strategies and updates on current issues, as well as exploring additional resources available.*

- Work with the Los Angeles County Department of Mental Health to acquire another clinician to expand the Culver City Mental Evaluation Team (CCMET).

Status: *Ongoing; The Department continues to negotiate with LA County Department of Mental Health to acquire an additional clinician. However, staffing and funding are challenges we currently face in expanding CCMET. To date, the Department deploys a full-time clinician, who is paired with an officer working the CCMET detail as a collateral duty. The Department also continues to expose patrol officers to advanced mental health training to obtain additional skills when responding to a mental health related call.*

- Participate in a regional task force, focused on providing resources aimed at addressing homelessness and mental health issues in the region. There are available grant funds from the Los Angeles County Mental Health Team Association to assign one officer to work on the Task Force.



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Status: Ongoing; As of February 01, 2019, the Homeless Outreach Street Teams (HOST) funding was cut significantly and all HOST Outreach was placed on hold. However, the Department will continue to evaluate all possible funding sources for Mental Health resources moving forward, as well as any opportunities to pool resources with nearby agencies or organizations.

- Collaborate with local non-profits to provide coordinated case management and encourage communication among all parties involved.

Status: Ongoing; The City utilizes several non-profit entities (Saint Joseph Center, Exodus, Upward Bound House, etc.) and has established a Homeless Resource Guide relating to programs and services available.

- Explore the feasibility of using a contractor to provide transport services for persons placed under a W.I.C. 5150* hold to the psychiatric facility to reduce officers' time out of the field.
(*W.I.C. 5150 is the detention of mentally disordered persons for evaluation and treatment during a 72-hour psychiatric hospitalization.)

Status: Ongoing; The Department was in the process of contracting with Vital Medical Services to provide transport services for persons placed under psychiatric hold and evaluation; due to funding limitations, the project has been placed on hold. However, the Department will continue to evaluate all options for Mental Health resources moving forward.

- Initiate and implement a Nasal Narcan program for officer safety in dealing with incidents involving fentanyl, in light of the growing opioid epidemic.

Status: Ongoing; The Department was in the process of contracting with Vital Medical Services to provide, implement, and train staff on a Nasal Narcan program. Due to funding limitations, the project with Vital has been placed on hold. However, the Department is continuing to evaluate and explore other options for acquiring a Nasal Narcan program, including grant possibilities.

Additional Noteworthy Work Updates:

- **Immigration Policy:** Completed; The Department worked in collaboration with City Council, the City Attorney's Office and the community in developing an immigration policy reflecting the City's sanctuary policies, as well as being consistent with state law.



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- **Coyote Management Plan:** Ongoing; Due to the increased concerns in the community and the desire to manage the increased coyote activity in neighborhoods, on September of 2018, City staff met with Dr. Eric Strauss from LMU/LA Center for Urban Resilience to discuss a Culver City Coyote Study and Management Program. On February 11, 2019, the City Council directed staff, in collaboration with Dr. Strauss, to conduct community meetings to gather input from the various stakeholders to revise the proposed study and management program to better reflect the City of Culver City's community interests and concerns.
- **Department Peer Support and Assistance Program:** Ongoing; The Police Department recognized the need to support an "in-house" mental health and wellness resource that provides support to employees and their family members in managing both professional and personal challenges and crises. The Department created and implemented the program early last year. Since that time, the Peer Support Team has been utilized extensively and has been working in conjunction with psychologist Dr. Gina Gallivan, PhD, to provide services and support to various Department members.



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FISCAL YEAR 2019-20 WORK PLANS

GOAL	OBJECTIVE	ACTION STEPS	REQUIRED RESOURCES	EST. COMPLETION	SUCCESS INDICATORS
Ensure Long-term Financial Stability	Identify new revenue sources	Evaluate the feasibility of a Police Development Impact Fee	Collaboration among Community Development, Finance & Police Department Staff	June 2020	The results of the assessment
	Assess Department resource needs (staffing, contract services, etc.) to improve efficiency and effectiveness	Review staffing and/or contractual service needs to improve efficiency and effectiveness and reduce costs	Existing Staff	Ongoing	Delivery of service improvements and reduced costs
	Evaluate Department Maintenance & Operations (M&O) expenditures	Review all expenditures	Existing Staff	Ongoing	Reduced costs



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GOAL	OBJECTIVE	ACTION STEPS	REQUIRED RESOURCES	EST. COMPLETION	SUCCESS INDICATORS
	Explore Grant Opportunities	Pursue grant funding for improved traffic programs, community outreach, technology, equipment, vehicles, and mental health resources	Existing Staff	Ongoing	Grant funds are awarded
Enhance Mobility and Transportation	Improve the safety of motorists, cyclists, pedestrians on streets and sidewalks	Apply for California Office of Traffic Safety grants to cover overtime costs to conduct Bicycle and Pedestrian Operations, Safe Routes to School and Traffic Safety presentations	Existing Staff	Ongoing	Achieve the grant objectives and improving traffic safety
		Evaluate the automated red-light photo enforcement program. Survey intersections and review the feasibility to relocate and/or increase the number of approaches based on violations and accidents	Existing Staff	Ongoing	Reduction in traffic accidents



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GOAL	OBJECTIVE	ACTION STEPS	REQUIRED RESOURCES	EST. COMPLETION	SUCCESS INDICATORS
		Access collision data to identify intersections that have a higher rate of traffic collisions	Existing Staff	Ongoing	Reduction in traffic accidents
		Enhance communication with the Public Works Department for traffic engineering improvements	Collaboration between Public Works & Police Department Staff	Ongoing	Reduction in traffic accidents. Improved circulation and road sharing
Revitalize Ballona Creek	Improve the Creek's safety for pedestrians and cyclists	Expand the Special Enforcement Team to concentrate patrol by the creek	Funding for new staff; one (1) Sergeant and four (4) Police Officers	June 2020	The effectiveness on crime reduction and prevention
Enhance Housing and Homeless Services	Identify homeless and mental health resources for officers to provide on patrol	Expand mental health resources and homeless partnerships with other government entities and non-profits	Existing Staff	Ongoing	Additional resources are utilized



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GOAL	OBJECTIVE	ACTION STEPS	REQUIRED RESOURCES	EST. COMPLETION	SUCCESS INDICATORS
		Collaborate with homeless and mental health resource providers to provide coordinated case management and encourage communication among all parties involved	Existing Staff	Ongoing	An increase in collaboration and communication among all parties
	Expand the Mental Health Evaluation Teams	- Staff two (2) full-time Culver City Mental Health Evaluation Teams seven days per week. - Work with LA County Department of Mental Health to acquire an additional clinician	- Funding for new staff; two (2) Officers - Acquire one (1) additional County clinician	June 2020	New team implemented
Transform Inglewood Oil Field	At the future site, provide public safety	Provide routine patrol	Existing Staff	Ongoing	To be determined



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ADDITIONAL POLICE DEPARTMENT GOAL					
GOAL	OBJECTIVE	ACTION STEPS	REQUIRED RESOURCES	EST. COMPLETION	SUCCESS INDICATORS
Procure Required Public Safety Equipment	Replace obsolete portable and mobile police radios	Work with the Fire Department to identify and replace portable and mobile radios that are reaching the end of their service life	Additional Funding and Collaboration between Fire and Police	June 2023	Purchase new radios



PARKS, RECREATION & COMMUNITY SERVICES

RESP. MGR.: COREY LAKIN

STRATEGIC PLAN INITIATIVES RELEVANT TO THE PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT

Goal One – Increase Civic Engagement

Establish a comprehensive community engagement initiative to expand access to information and create opportunities for stakeholders to play an active role in discussing public policy and setting priorities.

Objective 2: Increase Participation in the City's Nonprofit Organizations and Service Clubs

Initiative:

g. Request Dr. Martin Luther King, Jr. (MLK) Committee create a Day of Service in conjunction with an MLK Day event.

Status: The Dr. Martin Luther King, Jr. Celebration was split into 3 days of events. Day one was a Youth Leadership Training in Non-Violence and Peace. Eighteen students participated in the 8-hour training. Another youth component was the student essay and poetry contest. Staff received one submission for each category. The second day of events was the film screening of I AM MLK Jr. at the Senior Center. The third event day was a 3-hour event featuring a short video from the Youth Leadership Workshop, student essay contest winners, guest presentations, and a speech from Dr. King performed by actor Gerald C. Rivers.

Goal Indicator:

- ☐ Numbers of volunteers and number of volunteer hours worked.

Status: Throughout the three-day event, 18 students and five committee members volunteered 257 hours in order to make the MLK Celebration a tremendous success.

Goal Two – Enhance the Restoration and Utilization of Ballona Creek

Conduct an in-depth study and analysis of the Ballona Creek and Trail environs and issues and opportunities relating to recreation and beautification.

Objective 1: Make Ballona Creek more Walkable, Bikeable, and Connected to the City

Objective 2: Make Ballona Creek a Recreational Attraction



PARKS, RECREATION & COMMUNITY SERVICES

RESP. MGR.: COREY LAKIN

Assist the Community Development Department and the Public Works Department with those Objective Initiatives appropriate to the PRCS Department and track Goal Indicators accordingly. The exact nature of the PRCS Department's involvement will be developed over the life of the Plan, based on City Council direction.

Status: Staff participates as a member of the Ballona Creek Revitalization Task Force and serves as a Team Captain in facilitating ongoing Community Workshops and public outreach. Together with the team, staff assists in researching opportunities for potential grant partnerships, and collaborations, identifying and juxtaposing creek habitat and ecosystem restoration sites with public access/recreational opportunities.

Goal Four – Promote Workforce Diversity and Development

Conduct and expand outreach to a broader range of individuals to increase employee diversity. Employ creative recruitment techniques and further promote diversity within the City's organizational culture.

Objective 1: Advance Workforce Development and Succession Planning

Initiatives:

- a. Engage local high school students in meaningful work assignments that will stimulate an interest in future career opportunities with the City, utilizing social media to market current City programs (i.e. Student Worker Program, Police Explorer Program, Teen Citizen Academy, and Fire Department Mentorship)
- b. Continue participation in President Obama's "My Brother's Keeper" initiative on a County and Federal level beyond his term as President.

Status: Staff continues to participate in the Government Alliance on Race and Equality (GARE). Two staff members (one first year and one second year) participated in the year-long GARE trainings.

The Department continues engaging local youth in meaningful work assignments within the Department and researches other youth employment programs in adjacent areas to use as a referral base for those candidates not qualifying under our guidelines to gain employment.

Goal Indicators:

- ☐ Feedback from program participant and employee surveys.
- ☐ Number of student internships/mentorships provided, including those that are connected to the "My Brother's Keeper" initiative.



PARKS, RECREATION & COMMUNITY SERVICES

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Status: During the summer of 2018 a total of 12 youth were employed under the Youth Mentoring Employment Program. Two-thirds of the participants in the program qualify under the "My Brother's Keeper" initiative. Four participants are continuing employment during afterschool hours under the CCARP program. Each Mentee works a total of 10 hours per week. Three of the four participants fall under the "My Brother's Keeper" initiative.

STRATEGIC PLAN INITIATIVES ADDED FOR FISCAL YEAR 2018-2019

Goal Five – Identify new Revenue Sources to Maintain Financial Stability

Develop efforts to effectively create new revenue sources for the City of Culver City.

Objective 3: Expansion of Funding Alternatives

Goal Indicators

- ☐ Additional City revenues generated.
- ☐ Number of new public/private partnerships.

Status: Staff continues to look for additional and alternative means of generating revenues. Programs such as the Culver City Afterschool Recreation Program (CCARP) and Day Camps have provided additional revenue due to increased participation with only nominal increases in operating expenses. New contract classes were introduced to enhance revenues through additional programming options. Additionally, staff seeks partnerships and sponsorships from local businesses and non-profits to help offset expenditures and increase revenues. The 2018 Fiesta La Ballona brought in its highest sponsorship total in the history of the City's management of the event.

Goal Six – Enhance Culver City's Reputation as a City of Kindness

Create a coalition of individuals, organizations, and City officials to work together to inspire kindness in Culver City.

Status: The PRCS Department collaborates with several organizations, businesses and non-profits on events and programs to enhance the community's experience and inspire kindness throughout the City. The Fiesta La Ballona and Holiday Tower Lighting are just two examples of several entities coming together to offer the public services, activities, and programs.

FISCAL YEAR 2018-19 WORK PLANS

ADMINISTRATIVE DIVISION



PARKS, RECREATION & COMMUNITY SERVICES

RESP. MGR.: COREY LAKIN

- Increase civic engagement by improving, growing and streamlining marketing and connection with the community through improved social media correspondence, enhancing the Culver City Living brochure, better website graphics and accessibility, and refining the promotion of events and programs. *Strategic Plan Reference: Goal 1 – Increase Civic Engagement*

Status: The new and improved Culver City Living Guide was introduced in Winter 2018 with a new full-color, easy to follow layout with concentrated information accompanying beautiful, eye-catching photos. The new brochure is available online in both PDF and “flipbook” formats. Increased social media outreach has been made throughout the year promoting Parks Make Life Better Month, new playground designs surveys and special event highlights. Revamped events like the annual Holiday Tower Lighting which brought in 25 tons of snow, photos with Santa, inflatables, food trucks and live performances, offered more than 2,000 attendees a new opportunity to usher in the holidays.

- In order to retain the highly skilled diverse workforce and recruit the best talent in the parks, recreation and community services field, staff will begin the multi-year process of succession planning due to several impending retirements in the next 3-5 years. Staff will begin identifying key positions and occupational groups and conduct a gap analysis as it relates to meeting the City’s and Department’s goals. *Strategic Plan Reference: Goal 4 – to Promote Workforce Diversity and Development*

Status: Recreation Coordinators and Senior and Social Services Specialists were reclassified to a uniformed title of Recreation and Community Services Coordinators (RCS Coordinators), enabling more opportunities for cross-training and versatility. The Department continues to look at full time and part time staff priorities, workload, promotional opportunities, and succession plans in order to meet the needs of the community now and in the future.

- Develop an event/program-specific Sponsorship Program to encourage local business and non-profit partnerships and marketing opportunities, while enhancing the event/program through increased funding. *Strategic Plan Reference: Goal 5 – Identify New Revenue Sources to Maintain Financial Stability*

Status: The Fiesta La Ballona Sponsorship Sub-Committee increased sponsorships for the 2018 event to more than \$30,000. Staff continues to work closely with the new Sub-Committee to increase sponsorships for the 2019 event. Additionally, staff sought and developed partnerships with various non-profit organizations, businesses and contractors to help improve the Holiday Tower Lighting and will for the Spring Egg Hunt.

- Continue to participate in the Government Alliance on Race and Equality (GARE). *Strategic Plan Reference: Goal 4 – to Promote Workforce Diversity and Development*



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Status: As active GARE Committee members during the year-long training, a Senior & Social Services and Facilities staff participated as a 2nd Year member, and a Recreation Division (Teen Center) staff participated as a 1st Year member.

SENIOR & SOCIAL SERVICES AND FACILITIES DIVISION

- Disability & Social Services will work with the Volunteer Program to identify qualified volunteers that will help patron's complete complicated governmental applications. *Strategic Plan Reference: Goal 6 – Enhance Culver City's Reputation as a City of Kindness*

Status: Assistance is currently being provided by Special Service for Groups, Inc. (SSG), a local non-profit organization that provides trained professionals.

- Senior Programming and Senior Nutrition Specialist will work together to identify a community partnership to offer an annual senior health and wellness event. *Strategic Plan Reference: Goal 6 – Enhance Culver City's Reputation as a City of Kindness*

Status: The Senior Center hosted a workshop and an educational program that focus on health and wellness. We offered a 6-part Diabetes Informational workshop sponsored by Diabetes Empowerment Education Program (DEEP). The Division is partnering with Los Angeles County Area Agency on Aging (AAA) to offer the SNAP-Ed Program at the Culver City Senior Center. Supplemental Nutrition Assistance Program-Nutrition Education (SNAP-Ed) is a FREE health and wellness program designed to impact knowledge, behaviors, and environment of culturally diverse low-income older adults (age 60 years or older) which is senior health and wellness activities in February 2019. Also, The Senior Nutrition Specialist and the Senior Programming are continuing to work together to identify a community partnership to offer an annual senior health & wellness fair.

- The Parks, Recreation and Community Services Department will support policies and programs the City establishes to guide and direct efforts to implement the AARP Age-Friendly Communities "Purposeful Aging" Proposal. *Strategic Plan Reference: Goal 6 – Enhance Culver City's Reputation as a City of Kindness*

Status: Staff has attended meetings and participated in conference calls as well as assisted in developing the Culver City Age-Friendly Survey that is scheduled to be released to the public this month.

- The Volunteer Program will explore web-based volunteer software that will allow existing and interested volunteers to register online for City volunteer opportunities. *Strategic Plan Reference: Goal 1 – Increase Civic Engagement*



PARKS, RECREATION & COMMUNITY SERVICES

RESP. MGR.: COREY LAKIN

Status: Staff has identified Better Impact volunteer management software as the preferred web-based software. It offers customizable volunteer profiles and organization profiles, tracking and reporting on hours, outputs, feedback and more, individual and mass targeted email and text communications, desktop and mobile online volunteer portals, eLearning for volunteer on-boarding and training and more. The licensing agreement is being reviewed by the City Attorney's Office and a staff is developing a purchase order to purchase a software license. Once complete, staff will start creating individual Culver City database fields and system buildout.

- The Volunteer Program will extend outreach and communication regarding various volunteer opportunities through monthly GovDelivery email blasts and social media posts offering at least one volunteer opportunity per month, through an existing City-produced opportunity or via partnerships with local nonprofits and service groups. *Strategic Plan Reference: Goal 1 – Increase Civic Engagement*

Status: The Volunteer Program has established a City listserv on GovDelivery and has emailed monthly volunteer opportunities through eblasts since March of 2018. Each eblast offers at least two unique volunteer opportunities for the month, along with one ongoing volunteer opportunity, and a "local non-profit spotlight." The eblast is typically sent to around 6,000 people. The volunteer twitter feed at @CulverVolunteer is updated almost daily.

- The Aquatics staff will research architects to provide recommended safety and operational upgrades for the Plunge's lobby, registration, entrance/exit points, locker rooms (showers, restrooms, changing areas), and other improvements in order to improve staff and residential safety and equality. *Strategic Plan Reference: Goal 4 – Promote Workforce Diversity and Development*

Status: Staff has been in contact with the architectural firm that did the most recent remodel of the lobby and locker rooms at the Plunge, but it appears as though their project workload and the City's proposed contract amount may not allow them to take on the project. Staff is scheduled to meet with other firms to determine feasibility based on allocation.

- The staff at the Veterans Memorial Complex (VMC) will identify potential new Auditorium sound system equipment to complement the new screen and visual projection system. *Strategic Plan Reference: Goal 5 – Identify New Revenue Sources to Maintain Financial Stability*

Status: Staff contracted Newson Brown Acoustics, LLC to complete an acoustical study for the Auditorium. The completed report includes recommendations for acoustic treatments and an analysis of impactful sound. They also recommended the purchase of a built-in sound



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system which the City's contractor Technology Artists will research. Staff has contacted representatives of the recommended acoustic companies to set appointments to view the Auditorium and provide costs to purchase and install the recommended acoustical treatments.

RECREATION DIVISION

- Update existing Parks & Playgrounds staff manual to include quarterly customer service and diversity training techniques, a reference guide for commonly asked questions with scenarios as well as City-wide and Department policies and procedures. *Strategic Plan Reference: Goal 4 – Promote Workforce Diversity and Development*

Status: Staff continues to update the manual and is expected to complete the manual for use during the summer programs staff training.

- Create an opportunity for Culver City Afterschool Recreation Program (CCARP) participants to participate in an intramural sports program during regular program hours.

Status: Staff is planning a spring time kick off in April after spring break. The curriculum will include four sports (softball, tennis, track and field, soccer) until the end of the school year. Staff will rotate sports and sites for games.

- Teen Center staff will work with the Veterans Memorial Building (VMB) Rental Office staff to monitor the success of birthday party packages and assess the feasibility expanding a similar package to the picnic and building permit rentals. *Strategic Plan Reference: Goal 5 – Identify New Revenue Sources to Maintain Financial Stability*

Status: Research is currently being conducted on the party package offerings and staffing supervision needs, which is expected to be completed by the end of the fiscal year.

- Continue engaging local youth in meaningful work assignments within the PRCS Department and other City Departments and research other youth job programs in adjacent areas to use as a referral base for those candidates not qualifying under our guidelines to gain employment. *Strategic Plan Reference: Goal 4 – Promote Workforce Diversity and Development*

Status: As part of the Youth Mentoring Employment Program, qualifying youth with varying skills and abilities are placed in City departments to work part-time. This Program is dedicated to helping at-risk youth between the ages of 14 – 24 that reside in the City of Culver City. It is a short-term program aimed at teaching youth marketable skills and basic work ethics. The Youth Mentoring Employment Program typically begins in May of each year.



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- Build upon the CCARP Science, Technology, Engineering, Arts and Math (STEAM) model to improve programming for Day Camps.

Status: Camp Programs offer weekly themes and activities that highlight the focus areas of STEAM. During the summer of 2018, an entire week was dedicated to these types of activities. STEAM-week activities included doing art projects, taking a trip to the Getty Museum, constructing model roller coasters, learning park design techniques, attending a science demonstration from Mad Science, and participating in a “math marathon.”

- Explore enhancing, expanding or combining the annual holiday events currently being offered, the Downtown Business Association Tree Lighting and the Culver City Tower Lighting, to maximize community participation and open new opportunities to partner with local non-profit organizations. *Strategic Plan Reference: Goal 1 – Increase Civic Engagement*

Status: The Holiday Tower Lighting hosted by the City of Culver City offered new and exciting enhancements to the event, increasing attendance from 300 to 2,000 in one year. Staff assisted the Downtown Business Association (DBA) with their annual Holiday Tree Lighting by helping to set up and manage the photos with Santa area. Staff is in communication with the DBA to discuss additional collaboration for the 2019 events.

- Work closely with other City Departments and contractors to continue improving the vendor and participant experience at Fiesta La Ballona.

Status: A survey was administered during the 2018 Fiesta La Ballona and together with the Fiesta La Ballona Committee, staff is working toward improvements for the 2019 event that will enhance the participant experience based on the feedback received.

- Work closely with other City Departments, the Culver City Unified School District (CCUSD), local non-profits, businesses and organizations to research the development of a shared youth resources website.

Status: The PRCS and IT Departments have worked together to develop a comprehensive volunteer page that is regularly updated and maintained by PRCS staff. The site lists volunteer opportunities available through non-profit organizations, service clubs, City volunteer opportunities, and teen specific volunteer information. Additionally, the website has an interactive neighborhood association page to guide residents towards the various associations. Staff also continues to review and evaluate youth resource links on the City’s website and CCUSD’s website to ensure that resources are appropriately mirrored to provide a consistent message and up-to-date information for the community. Staff will consult with



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the City's communications consultant regarding policy formulation and industry best practices toward pursuing the Shared Resource Website in coordination with CCUSD.

- Expand evening adult recreation class offerings utilizing the Senior Center after hours with building monitoring by Recreation staff. *Strategic Plan Reference: Goal 5 – Identify New Revenue Sources to Maintain Financial Stability*

Status: Staff is always seeking new contract class instructors who can offer new and exciting classes for all ages, including adults and meet the ever-changing needs of the community. As of this reporting period, no new classes have been added to the evening schedule at the Senior Center.

- Expand "When To Work" job scheduling software for use with part-time staff throughout the Department.

Status: Staff is preparing to "go live" with "When to Work" throughout the Department within the next two months.

- Explore expanding contracted youth sports and wellness programs on the Ropes Course at Culver City Park in collaboration with Fulcrum Learning Systems Inc. to increase community participation and awareness of the Ropes Course. *Strategic Plan Reference: Goal 5 – Identify New Revenue Sources to Maintain Financial Stability*

Status: Staff is scheduled to meet with the staff from Fulcrum in the spring to explore opportunities at the Culver City Park ropes course.

- Review the current practices and policies for field usage for adult sports and determine if any policy recommendations should be made while evaluating access and preservation of the turf.

Status: A contracted Turf Consultant will begin work to assess the field conditions and make recommendations on care and maintenance requirements based on the current and potential usages of the fields. Additionally, an ad hoc sub-committee of the Parks, Recreation & Community Services Commission is reviewing the current Park Prohibitions in the Culver City Municipal Code (CCMC) and with staff will make recommendations for updates to the CCMC.

PARKS DIVISION



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- Complete upgrades and ADA compliance of playground equipment at Blair Hills Park and Tellefson Park. These projects were funded in the Fiscal Year 2017-18 City Council Adopted Budget.

Status: The Blair Hills Park Playground Improvement Project contract has been approved and signed. Construction is scheduled to commence in March 2019. It is anticipated that the Project will be completed by June 2019. The Tellefson Park Playground Improvement Project is currently in the conceptual design phase with playground manufacturers and the timeline for the project has been developed which includes: public meetings, Parks, Recreation and Community Services (PRCS) Commission input, Council approval, and construction.

- Continue to ensure compliance with AB 1881 (Water Model Ordinance) and conduct water audits when needed and feasible. *Strategic Plan Reference: Goal Two – Enhance the Restoration and Utilization of Ballona Creek.*

Status: Staff continues to upgrade new and existing irrigation systems downtown at Town Plaza, Fire Stations 1 and 3, and Media Park; at Baldwin Avenue and Sanitation Rain Gardens, at all new development projects approved through Economic Development and Planning, and at the following parks: Veterans Memorial, Culver City and Syd Kronenthal Parks.

- Oversee drought water conservation implementation plan including turf removal, implementation of the Parkway Ordinance, and drought tolerant demonstration planting. *Strategic Plan Reference: Goal Two – Enhance the Restoration and Utilization of Ballona Creek.*

Status: Drought tolerant plantings are being specified and required in all new development and refurbishment projects on all plan check approvals, as well as any planting in the parks.

- Work toward updating Park Regulations and Ordinance signage where appropriate to include any new regulations and consolidate signs throughout the parks.

Status: The Parks, Recreation and Community Services Commission Ad Hoc Sub-Committee is working on updating the Park Prohibitions and once complete and approved by the City Council, the signage will be updated accordingly.

- Seek to replace parcourse exercise equipment in various parks where equipment is either in need of replacing or was removed due to inability to repair and explore placing new parcourse exercise equipment at parks.



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Status: Researching and scoping new equipment based on technological and medical advances in proper exercise techniques is ongoing. Staff has been meeting with manufacturers at conferences and trade shows, as well interviewing members of the public and trainers as they utilize the equipment to identify the best options for our parks.

- Research hiring a Turf Consultant to determine the current condition of all Culver City Park fields and recommend best practices and guidelines for improved maintenance to the fields based on the current usage, weather, water restrictions, and other factors.

Status: The contract of the selected has been submitted to the City Attorney's Office and work is anticipated to begin in March 2019 with project report and findings to be discussed before the end of the fiscal year.

THE CITY COUNCIL STRATEGIC PLAN 2018 – 2023 AND THE PRCS DEPARTMENT

GOALS

A) Ensure Long-term Financial Stability

Objective 1: Identify new revenue sources to maintain financial stability.

Municipal Plunge (#1): Expand the existing swim lesson program at the Plunge from a single-season program to a year-round program, to increase revenue and provide greater opportunities for children to become water safe and develop an appreciation for a lifelong skill that will improve their overall health.

1. The short-term (1 year) objective is to offer the swim lesson program in the fall, winter and spring in addition to the current summer months schedule.
2. The action steps are to (a) create a year-round schedule for the program offered during times that are appealing to and accessible to families and individuals; (b) develop and implement a marketing plan to promote the program that stress the health and safety benefits of swimming and being water safe; and, (c) utilize Swim Instructors and Lifeguard staff to teach the lessons.
3. The human and financial resources necessary to accomplish these action steps will be dedicated administrative-level staff time for the first two action steps and increased lifeguard and swim instructor hours and material costs for the third action step. It is anticipated that any additional expenditures will be offset by increased revenue.



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4. The timeframe for the action steps are as follows: (a) June and July, 2019; (b) August and September 2019; and, (c) October through December 2019, and January through June 2020.
5. The indicator for success will be enrollment in the new courses which will be tracked using registration software. The goal will be that participation numbers reach a minimum of 50% overall enrollment for new class offerings, based on the maximum number of participants per course.

Municipal Plunge (#2): Expand the current schedule of American Red Cross Courses offered at the Plunge to provide additional opportunities for the public to learn First Aid, Cardiopulmonary Resuscitation (CPR), and to become Lifeguards and/or Water Safety Instructors (WSI).

1. The short-term (1 year) objective is to host fall and spring sessions of First Aid, Cardiopulmonary Resuscitation (CPR), Lifeguarding, and Water Safety Instructor (WSI) courses.
2. The strategy to accomplish the objective is to offer the courses twice per year using existing City staff, volunteers, contractors, and partnerships.
3. The human and financial resources necessary to accomplish the strategy will be the establishment of partnerships and/or contractual services to conduct the Lifeguarding and WSI courses and the scheduling of additional staff hours to teach the CPR classes. It is anticipated that any additional expenditures will be offset by increased revenue.
4. The timeframe for the implementation of the strategy is Fall 2019 and Spring 2020.
5. The indicator for success for the additional First Aid and Cardiopulmonary Resuscitation (CPR) courses will be successful completion of the course as tracked and recorded by the instructors. The indicator for success for the additional Lifeguarding and Water Safety Instructor (WSI) courses will be determined by the number of newly certified potential candidates that the City can select through open recruitment to strength the existing staff.

Objective 2: Maximize existing sources of revenue.

Culver City Afterschool Recreation Program (CCARP) and Teen Center: Maximize participation in the afterschool programs currently offered by CCARP and at the Teen Center.

1. The short-term (1 year) objective is to raise enrollment caps in those afterschool programs as indicted by facility assessments.



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2. The action steps are to (a) develop and conduct facility assessments that include measures of the indoor and outdoor space available for participant activities and to set realistic enrollment goals based on available resources; and, (b) raise enrollment caps in those programs as indicated by the facility assessment.
3. The human and financial resources necessary to accomplish these action steps will be dedicated administrative-level staff time for the first action step. The resources necessary to accomplish the second action step, assuming that increased opportunities for enrollment are indicated, will be increased staffing in order to maintain staff-to-participant ratios and the purchase of more supplies for activities. It is anticipated that any additional expenditures will be offset by increased revenue.
4. The timeframe for the action steps are as follows: (a) June and July, 2019; and, (b) August and September 2019.
5. The indicators for success will be afterschool program enrollment and retention which will be tracked using registration software.

B) Enhance Mobility and Transportation

Objective 1: Improve transportation infrastructure.

Day Camps and Teen Center: Offer workshops specifically designed for youth and teens that impart an understanding of alternative modes of transportation in the community.

1. The short-term (1 year) objective is to focus on transportation options for youth/teens and their families through two age-appropriate workshops, one for day camp participants and one for Teen Center participants.
2. The action steps are to (a) establish partnerships with local public and non-profit organizations that promote mobility, transportation and safety; (b) collaborate with partners to develop age-appropriate transportation workshops; and (c) schedule, publicize and host the workshops.
3. The human and financial resources necessary to accomplish these action steps will be dedicated administrative-level staff time for the first and second action steps. The resources necessary to accomplish the third action step are staff hours and City facilities. It is anticipated that the new workshops will not require resources beyond those which are already allocated for day camps and Teen Center activities.



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4. The timeframe for the action steps are as follows: (a) and (b) June and July, 2019; and, (c) August 2019 through June 2020.
5. The indicator for success will be the level of participation in the workshop as evaluated and recorded by the workshop facilitators.

Culver City Senior Center: Offer programs specifically designed for seniors that promote good driving skills and motor vehicle safety.

1. The short-term (1 year) objective is to host a minimum of two programs that provide information regarding becoming a better and safer motorist.
2. The action steps are to (a) partner with organizations that have already developed successful safe driving programs, including the American Association of Retired Persons (AARP; the "Smart Driver" Course) and the American Automobile Association (AAA; the "Car Fit" Program); and (b) schedule, publicize and host the workshops.
3. The human and financial resources necessary to accomplish these action steps will be dedicated administrative-level staff time for the first action step. The resources necessary to accomplish the second action step are staff and volunteer hours and City facilities. It is anticipated that the new workshops will not require resources beyond those which are already allocated for Senior Center programs.
4. The timeframe for the action steps are as follows: (a) June through December 2019; and, (b) January through June 2020.
5. The indicator for success will be the results of the standard evaluations that are typically done for these programs.

FISCAL YEAR 2019-20 WORK PLANS

ADMINISTRATIVE DIVISION

- Continue working with staff on succession planning and Department staffing structure to ensure successful continuity, collaboration, opportunities, and service to the community
- Continue to enhance and expand the branding and marketing of the PRCS Department and the programs and events through Culver City Living distribution, social media engagement and event/program-specific surveys.

SENIOR & SOCIAL SERVICES AND FACILITIES DIVISION



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- The Volunteer Program will continue rollout, introduction and training for web-based volunteer software with goal of having all existing volunteers (around 500) registered and using the system by the end of the FY (June 2020).
- The Disability and Social Services Program will identify new partnerships and sponsorships to help support and enhance the 16th Annual Abilities Carnival and Resource Fair celebrating Culver City's Disability Awareness Month.
- Work with the Fire Department to investigate lessening the response time to provide direct resources to "at risk" seniors and other populations including revising the scope of work for the City's contractor and establishing a partnership with colleges that offer Social Welfare/Work like UCLA Department of Social Welfare to provide field work and office setting experiences to graduate students and in turn receive assistance in helping community members in need.
- VMC staff will research and conduct a thorough analysis to identify new equipment and layout options for the VMC kitchens. TriMark Orange County finished its study and recommended that a structural engineer review each area as a next step.

RECREATION DIVISION

- Develop an informational flyer with park policies and rules to hand out to all park and facility users in an effort to improve patrons' experiences at Culver City parks.
- Revisit the goals, objectives and criteria for the Youth Mentoring Employment Program to ensure the City is serving the community's needs.
- Revise the contracts with Contract Instructors to better define roles, responsibilities, conduct and expectations.
- Expand the usage of ActiveNet throughout the PRCS Department to allow for improvements and ease of facility and program registration.

PARKS DIVISION

- Complete all phases of the Tellefson Park Playground Improvement Project, including (a) overseeing the initial design process; (b) conducting community workshops; (c) implementing design adjustments based on community input; (d) submitting the Project to the Parks, Recreation and Community Services Commission for review and recommendation to the City Council; (e) presenting the plans and specifications to the City Council for approval; (f)



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advertising for bids; (g) evaluating the bids; (h) presenting the bid results to the City Council; and, (i) managing the construction contract.

- Engage a firm with the appropriate credentials and experience to conduct community workshops for the Lindberg Park Playground Improvement Project with the goal of developing a shared community vision for the Park. Continue to research potential funding sources for the Project. As funding becomes available, solicit conceptual designs based on community input. Investigate opportunities for value engineering, as appropriate.
- Continue upgrading citywide irrigation systems to ensure AB-1881 compliance. Work with the Information Technology Department and Calsense to upgrade the Calsense Central Controllers system throughout the City where feasible.
- Update park regulation and ordinance signs once the Park Prohibitions in the Culver City Municipal Code are updated based upon the Parks, Recreation and Community Services Commission's recommendations and City Council approval.
- Seek a contractor to replace parcourse exercise equipment and drinking fountains with "hydration stations" at one park in Fiscal Year 2019-20 with the goal of replacing all the equipment and drinking fountains over the next several years.
- Based on the Turf Consultant's findings, bring recommendations from the Parks, Recreation and Community Services Commission to the City Council for policy and budget discussions.



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FISCAL YEAR 2018-19 WORK PLANS

STRATEGIC PLAN INITIATIVES RELEVANT TO THE TRANSPORTATION DEPARTMENT

Goal 1: Increase Civic Engagement

Objective 1: Increase Community Participation with and in City Government

- Review the Citywide Communications Assessment for recommendations to modernize community outreach and potentially allocate new resources towards the City's communications effort.

Status: The Transportation Department has increased the social media footprint to include Nextdoor, Facebook and Twitter.

- Create a Culver City Unified School District/City Youth Shared Resource Page on the City's website to promote community service opportunities for youth and include a directory of neighborhood and homeowner associations, non-profit organizations, and service clubs.

Status: As part of our standard marketing activities, Culver CityBus has expanded the CCUSD interface to include field trips on transit, safety presentations in the classroom, and material support of Safe Routes to School Program. Transportation Staff have strengthened their partnership with the school district to encourage more students to ride transit to and from school as a way to reduce traffic and congestion around CCUSD schools. This partnership has resulted in Try Transit and Car Free Fridays programs with the District, and reinstallation of the bus stop in front of the CCHS to encourage student use of our Line 5.

- Evaluate the criteria to post an event on the Community Calendar on the City's website. Promote the use of the Community Calendar through development and maintenance of the calendar items.

Status: Culver CityBus has worked with IT and the City Manager's Office as well as community groups such as the Chamber and DBA, to include transit information on all newsletters and announcements for meetings and events, and promotes the use of the Community Calendar during marketing outreach and meetings.

Goal 3: Improve Transportation Circulation and Reduce Traffic Congestion

Objective 1: Work Toward No Overall Growth in Average Daily Traffic (ADT) Citywide (Zero ADT Growth) while Enhancing Traffic Safety



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- Revise the Transportation Demand Management (TDM) Program to incorporate the City's goal of no ADT growth and evaluate potential incentive programs.

Status: Transportation Department staff continues to work with other departments to update the City's Transportation Demand Management (TDM) Ordinance to manage mobility and incentivize, promote, and create the use of alternative modes of transportation by residents and businesses.

- Hire a consultant to create a robust TDM program and grow local business support for it.

Status: Staff has been working on these efforts and plans to issue a Request for Proposal for the TDM program in the near future.

- Develop a program to encourage residents to reduce trips by ridesharing and other additional forms of transportation.

Status: Culver CityBus provides and promotes several free-fare days to encourage residents, employees and visitors to try transit and rethink their mobility options. The City has also implemented a scooter-share pilot program to determine if providing alternative options for first-last mile can lead to reduced vehicle trips.

- Research and develop additional transportation programs, such as on-demand fixed route buses; subsidized private ride sharing; a pool for discounted TAP cards; or a program of parking credits to allow less required parking, if the cost savings are allocated to TAP cards offered to a percentage of commercial building tenants.

Status: Culver CityBus has participated in the regional 1 Million Free Tap Cards Campaign, and the rebranded LIFE (Low Income Fares are Easy) Program to address discounted TAP needs within the community. Staff is working with the City's Community Development Department to explore opportunities for employee programs for commercial building tenants.

- Identify opportunities for a partnership with the Southern California Association of Governments (SCAG) when pursuing the Mobility Element of the General Plan.

Status: The Transportation Department Director and Marketing Analyst have met with the management team at SCAG to discuss collaborative opportunities for planning and grant funding for programs that benefit enhanced mobility within the community.

- Engage the City Council's Traffic and Parking Subcommittee in the process.

Status: The Transportation Director attends these meetings to provide updates about mobility programs, and to identify collaborative opportunities.



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Goal 4: Promote Workforce Diversity and Development

Objective 1: Advance Workforce Development and Succession Planning

- Engage local high school students in meaningful work assignments that will stimulate an interest in future career opportunities with the City, utilizing social media to market current City programs (i.e. Student Worker Program, Police Explorer Program, Teen Citizen Academy, and Fire Department Mentorship)

Status: The Transportation Department Field Trips on Transit program has provided opportunities for students to reimagine field trips utilizing public transit. The Department has provided presentations and tours to stimulate an interest in career opportunities in all areas of public transit. Social media campaigns have been used to market current City programs and events.

- Evaluate opportunities with West Los Angeles College and other efforts such as the New American Leaders Project.

Status: Staff has met with WLAC to establish a U-Pass program to benefit students and faculty in need of transit services to and from the college. Staff has also provided support in collaboration with WLAC student resource staff to provide access to job information and transit assistance for underserved and unhoused students.

Objective 2: Increase Diversity in the Workplace

- Expand recruitment outreach to women, minorities, veterans, and people with disabilities by proactively reaching out using social media, professional organizations, and personal follow up from job fairs and other sources of contact.

Status: Staff is collaborating with WLAC Student Resource Center, LA County America's Job Center – Culver City Office, and the NAACP to establish recruitment opportunities to underserved individuals. Marketing and HR staff have participated in regional job fairs, following up as appropriate to provide additional resources and information. As a result of personal follow up, we will soon be participating in job fairs targeted to veterans in life transition.

- Develop and grow the City's image as a role model for equal opportunity, inclusion, and diversity.

Status: Through participation in the Government Alliance for Race and Equity (GARE) Program, the Department has expanded its awareness of these issues and continues to



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be engaged in this work. Transportation Department staff are also a part of the City Council's Equity Subcommittee.

Goal 5: Identify New Revenue Sources to Maintain Financial Stability

Objective 3: Expansion of Funding Alternatives

- Continue to pursue grants to leverage City funding.

Status: The Transportation Department explores and pursues all opportunities for federal, state and local grant funds on an ongoing basis.

- Continue to support legislative measures to enhance City revenues.

Status: Transportation Department staff continue ongoing regional public transit agency efforts to obtain funding through legislative measures, most recently the successful Measure M, which brings approximately \$2 million to the Transportation Department annually.

- Coordinate efforts with the Culver City Chamber of Commerce.

Status: Transportation Department staff has participated in the Chamber Issues and Eggs series, speaking on a panel that provided a well-rounded perspective on mobility in the community. That involvement has generated robust discussion about transit's effect on regional mobility, and opportunities for increased ridership, thus revenues.

Goal 6: Enhance Culver City's Reputation as a City of Kindness

Objective 1: Define What it Means to be a City of Kindness

- Use media and social media to promote the idea of kindness through articles and publishing acts of kindness.

Status: Culver CityBus has created a series of "busmojis" to help pass along the idea of kindness. We have also displayed the City kindness posters on our buses and at our public counters; we have created hashtags and social media campaigns on Facebook and Twitter to recognize acts of kindness and devotion, such as one of our Operators who was deployed.

- Consider the Moral Courage Project and existing Culver City Unified School District programs as resources.



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Status: We have expanded our CCUSD program to include our fieldtrips on transit which include an element about being kind to other riders and the Operators while riding, boarding or waiting for a bus. Culver CityBus has also supported the Walking School Bus Campaign, teaching students that walking to school can help build community.

Objective 4: Become a City of Kindness

- Recognize acts of kindness through regular articles, social media posts, and an annual event.

Status: The Department's marketing staff recognizes acts of kindness by encouraging interface with the community through social media posts, including but not limited to, Maintenance Mondays, Transit Tuesdays, Wayback Wednesdays, Thankful Thursdays, and Fun Transit Facts Fridays. These posts encourage riders to weigh in and add positive community stories about their transit experiences.

FISCAL YEAR 2018-19 WORK PLANS

1. Increase the Transportation Department marketing footprint via an expanded Public Relations program, creating opportunities to strengthen strategic public and private stakeholder partnerships, focusing on the current and incoming business community. Plans include educational programs, general market outreach, social media development, incentive programs, and dynamic workforce recruitment. *Goal 1 – Increase Civic Engagement; Goal 4 – Promote Workforce Diversity and Development; Goal 6 – Enhance Culver City's Reputation for Kindness*

Status: The Transportation Department has expanded the marketing footprint via Facebook, Nextdoor, Twitter and creating a relationship with the local Spectrum news affiliate. We have strengthened our stakeholder partnerships by supporting and participating in programs at the Chamber and the DBA, creating necessary connections between City programs and local businesses. We have expanded our educational programs to include Field Trips on Transit, classroom, senior and employer sessions on how to ride transit. Workforce and recruiting efforts have been enhanced to include military veterans, underserved populations, and social services outlets such as the LA County America's Job Center and West Los Angeles College.

2. Create and promote special fare options and transit pass classifications such as college U-Pass and business B-TAP to provide more convenience for transit riders and incentivize ridership. *Goal 5 - Identify New Revenue Sources to Maintain Financial Stability*

Status: Staff has met with WLAC to establish a U-Pass program to benefit students and faculty in need of transit services to and from the college, as well as access to job



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information and transit assistance for underserved and unhoused students. Businesses have been approached to participate in a potential B-TAP program. Culver CityBus fareboxes have been upgraded to accept E- (Employee) and B- (Business) TAP cards so the program can be immediately implemented upon finalization.

3. In conjunction with Metro and regional TAP participants implement Regional TAP Program changes. *Goal 1 – Increase Civic Engagement; Goal 3 – Improve Transportation Circulation and Reduce Traffic Congestion*

Status: New fareboxes and TAP sales technologies are still in development and will be implemented over the course of the next six months. The collaborative marketing campaign for the new programs will include advertising representative of the regional nature of transit in LA County (not just Metro).

4. Analyze and improve existing transit service and plan for and implement or pilot new and innovative mobility services and technologies such as on-demand Microtransit to improve mobility options and reduce vehicle miles traveled. *Strategic Plan References: Goal 3 – Improve Transportation Circulation and Reduce Traffic Congestion*

Status: Staff is working with moovel, the on-demand mobility company under the Daimler Mobility Services, to establish a public-private partnership to implement the Microtransit Pilot Project. Currently, staff is working with City Attorney's Office and moovel on the agreement between the City and moovel. Staff is also working with moovel on the pre-planning efforts for the Microtransit Pilot project. In addition, staff will issue a Request for Proposal in the near future for a consultant to analyze the existing transit services and provide recommendations on innovative mobility services and mobility management that will improve mobility options and reduce vehicle miles traveled in and around Culver City.

5. Update and expand the Transportation Department's Mobility Action Plan; continue to administer the City's Congestion Management Program; and work with other departments to update the City's Transportation Demand Management (TDM) Ordinance to incentivize, promote, and create the use of alternative modes of transportation by residents and businesses. *Strategic Plan References: Goal 3 – Improve Transportation Circulation and Reduce Traffic Congestion*

Status: Staff has been working on these efforts and plans to issue a Request for Proposal for the TDM program in the near future.

6. Implement the Culver CityBus SmartBus Project consisting of the SmartBus System replacement, Bus Signal Priority, and the Real-Time Bus Arrival Information System, and evaluate operational needs associated with implementation. The project is anticipated to be



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complete by December 2018. *Strategic Plan References: Goal 3 – Improve Transportation Circulation and Reduce Traffic Congestion*

Status: The SmartBus System project has gone through the preliminary design and the final design processes, and it is currently going through the Factory Acceptance Testing stage of the project. The project is anticipated to be completed by December 2019.

7. Work with other departments to plan for transportation infrastructure to accommodate alternative modes of transportation and future technological advances such as connected and autonomous vehicles. *Strategic Plan References: Goal 3 – Improve Transportation Circulation and Reduce Traffic Congestion*

Status: Staff has been working on exploring ways of improving the infrastructure for alternative modes of transportation. Staff has also been implementing the scooter share trial program and is in the process of developing the permanent program on scooter share. Staff has also been monitoring the technological advances on transportation to explore opportunities to plan for the transportation infrastructure that will accommodate the future of transportation.

8. Coordinate and collaborate with Metro and other public agencies in the region to create cohesive regional mobility. Work with the region on implementing a regional mobile trip planner and payment app for people to plan and pay for their daily trips using advanced technology. *Strategic Plan References: Goal 3 – Improve Transportation Circulation and Reduce Traffic Congestion*

Status: A regional working group has been established for these purposes, and Transportation Department staff has been chosen for inclusion during these collaborative efforts. Meetings have begun, and strategies are being developed to address the goal for cohesive regional mobility.

9. Participate in the City's General Plan and Traffic Study Guidelines update efforts. *Strategic Plan References: Goal 3 – Improve Transportation Circulation and Reduce Traffic Congestion*

Status: The Transportation Department has been participating in the City's General Plan and Traffic Study Guidelines update efforts. Staff from the Transportation Department participated in the review of the General Plan proposals submitted by consultants and in the interviews and evaluating of consultants. In addition, Transportation Department has been participating in the Travel Demand Forecast Model efforts.

10. Explore, identify, and secure additional transportation funding sources via public-private partnerships, competitive grants, and TDM fees. *Goal 5 - Identify New Revenue Sources to Maintain Financial Stability*



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Status: Staff has worked to explore, identify, and secure additional transportation funding sources. Staff has worked with moovel, the on-demand mobility company under the Daimler Mobility Services, on a potential public-partnership to implement the Microtransit Pilot Project. In addition, Transportation Department will issue an RFP in the near future on the TDM program (and potential TDM fees).

11. Continue to explore new technologies including alternative fuels and “next generation” propulsion systems, and evaluate performance of electric vehicles for fleet use, including transit buses. *Strategic Plan References: N/A*

Status: Fleet Services and Equipment Maintenance Division staff continues evaluate the performance of several emerging vehicle technologies including recent advancements in all-electric and hydrogen fuel cell vehicles. Staff continues to evaluate if and how these technologies can safely and cost-effectively be deployed by various departments.

12. Coordinate infrastructure improvements as needed to accommodate new electric vehicle charging stations at the Transportation Facility. *Strategic Plan References: N/A*

Status: The installation of ten new Level II charging stations is underway at the Transportation Facility and new all-electric vehicles have been procured for use by Transit Operations staff. Evaluation of future charging needs for the entire City fleet is ongoing.

13. Develop and refine the Department’s Transit Asset Management (TAM) Plan. The revised Plan will be completed by October 2018. *Strategic Plan References: N/A*

Status: The City’s first Transit Asset Management Plan was successfully submitted to the Federal Transit Administration (FTA) in October 2018.

14. Implementation of the City’s Electronic Content Management System "ECMS" Project. *Strategic Plan References: N/A*

Status: The Transportation Department has implemented the City’s ECMS Project elements, creating user groups for documents and projects, evaluating the retention schedule, and we are now storing all documents in digital format. We continue to implement elements of the project as they are introduced by IT staff.



TRANSPORTATION

RESP. MGR.: ART IDA

FISCAL YEAR 2019-20 WORK PLANS

CITY STRATEGIC PLAN INITIATIVES

FY19-2023 Culver City Strategic Goal: Enhance Mobility and Transportation

Mobility Services:

- Analyze and improve existing transit service and plan for and implement or pilot new and innovative mobility services and technologies such as on-demand Microtransit to improve mobility options and reduce vehicle miles traveled.

Mobility Management:

- Update and expand the Transportation Department's Mobility Action Plan; continue to administer the City's Congestion Management Program; and work with other departments to update the City's Transportation Demand Management (TDM) Ordinance to manage mobility and incentivize, promote, and create the use of alternative modes of transportation by residents and businesses.
- Propose and implement the future scooter share program in coordination with City Manager's Office and other departments.
- Implement the Culver CityBus SmartBus Project consisting of the SmartBus System replacement, Bus Signal Priority, and the Real-Time Bus Arrival Information System, and evaluate operational needs associated with implementation. The project is anticipated to be complete by December 2019. Participate in the City's General Plan and Traffic Study Guidelines update efforts.
- Utilize the Regional Growth Action Plan (RGAP) and Next Gen Bus Study data specific to Culver CityBus and the Westside community, to inform our marketing outreach and transit planning decision-making.

Improving Transportation Infrastructure:

- Develop and finalize plans to reorganize and improve the Transportation Facility to allow the existing space to meet the long-term fleet and operational needs of the City
- Conduct a comprehensive utilization assessment of the City fleet to evaluate potential future conversion to alternative fuels and introduction of fleet telematics



TRANSPORTATION

RESP. MGR.: ART IDA

FY19-2023 Culver City Strategic Goal: Ensure Long-Term Financial Stability.

- Explore, identify, and secure additional transportation funding sources via public-private partnerships, competitive grants, and TDM fees.

DEPARTMENTAL INITIATIVES

- Advance workforce development and succession planning by identifying and providing training opportunities for technical staff that will foster and promote proficiency in the maintenance of new and developing vehicle technologies
- Procure and implement a data management system to aggregate data from multiple sources, enabling enhanced performance monitoring and reporting functions, with specific support for the complex National Transportation Database (NTD) submission.



FIRE DEPARTMENT

RESP. MGR.: DAVE WHITE

FISCAL YEAR 2018-19 WORK PLANS

CITY STRATEGIC PLAN INITIATIVES

Strategic Goal 1, Objective 1

- Encourage community members to sign up for emergency notifications, alerts, and advisories through Nixle, Facebook, and Twitter. The goal is to increase Nixle subscribers and social media followers by 5% using “boosted” posts.

Status: Completed. Facebook followers have increased 33%. Twitter followers 38% Instagram followers increased 25%. Nixle “wire” (email, text, etc.) subscribers increased 18%. Nixle dial (landline phones) has decreased 14%. The Department will continue to work to increase the number of followers/subscribers.

Strategic Goal 4, Objective 2, Initiative e

- Complete participation in the Advancing Racial Equity Program conducted by the Government Alliance on Race and Equity (GARE).

Status: Completed. The Department will continue to participate in GARE efforts.

Strategic Goal 5, Objective 3, Initiative b

- Continue to seek grant funding for Fire Department projects.

Status: Ongoing. The Department continues to look for grant opportunities and will apply for grants that advance our goals.

Strategic Goal 6, Objective 4, Initiative b

- Recognize acts of kindness within the community by awarding a Department commendation to individuals that have assisted others during an emergency situation.

Status: Completed. To date, the Department commended three (3) individuals for assisting others. All commendations were for individuals assisting with cardiac arrest incidents (i.e., CPR performed by bystanders). The Department will continue to recognize acts of kindness within the community.



FIRE DEPARTMENT

RESP. MGR.: DAVE WHITE

DEPARTMENTAL INITIATIVES

OFFICE OF THE CHIEF

- Apply to the 2018 FEMA SAFER grant to request funding for six new firefighter/paramedic positions.

Status: Not complete. We are waiting for the SAFER grant application period to open (estimated March 2019).

- Develop the documents required by the Commission on Fire Accreditation International (CFAI) for re-accreditation. The documents include the Self-Assessment Manual, the Community Risk Assessment/Standards of Cover, and the Five-Year Department Strategic Plan.

Status: Not Completed. The Strategic Plan is complete. The Self-Assessment Manual and the Community Risk Assessment/Standards of Cover are still in development. All are due March 31, 2019.

SUPPRESSION

- Observe and participate in the annual emergency exercise conducted by the operator of the Inglewood Oilfield, Sentinel Peak Resources.

Status: Not Completed. The exercise is scheduled to take place on March 27, 2019.

- Enhance the Department's pre-fire plan program by ensuring digital plans are available to all personnel. Establish a process to identify and develop new pre-fire plans. Note: Possibly a multi-year effort.

Status: Not Completed. Existing plans have been digitized and are available in electronic and hardcopy versions. The Department is working on a process to ensure new plans are developed and staff updates old plans at regular intervals.

- Replace three aging fire engines. Develop specifications, monitor construction, and place them into service.

Status: Not Completed. The engines have been ordered, built, and delivered. June 1, 2019 is the target date for placing them into service.



FIRE DEPARTMENT

RESP. MGR.: DAVE WHITE

EMERGENCY MEDICAL SERVICES

- Provide CPR training to Culver City High School students and interested youth groups with the goal of training over 500 people in hands only CPR.

Status: Not complete. We have not reached the goal of 500 people trained. There are three more training sessions scheduled. Department staff members are working with high school administrators to make CPR training part of the high school curriculum.

- Pilot project. Select an assisted living facility that generates over 100 9-1-1 calls per year. Provide training to their staff and assist them with developing internal policies that provide guidance on the proper use of emergency services. The goal is to reduce calls from that facility by 20 percent.

Status: Not complete. A high volume facility was selected and the outreach and training occurred in July 2018. At the conclusion of this fiscal year, the Department will determine if the outreach reduced the number of incidents at this location.

EMERGENCY PREPAREDNESS

- Work with the Finance Department to develop a comprehensive disaster cost recovery plan and deliver training to select Finance Department personnel.

Status: Not Complete. A consultant, Witt O'Brien, has been awarded the contract. We are in the process of finalizing the contract and all pertinent insurance and license requirements. This goal will be carried over to FY 2019-20.

- Conduct one Emergency Operations Center (EOC) exercise and two "drop in" drills for City staff assigned to EOC duties.

Status: Not Completed. An EOC "drop in" drill was held on September 19, 2018. An evacuation drill was conducted on October 18, 2018 (the great shakeout). An EOC exercise is scheduled for May 2019.

- Evaluate and replace expired disaster supplies stored throughout the City.

Status: Completed.

- Update the Disaster and Emergency Services Ordinance and Continue Implementation of Emergency Plan: Prepare necessary amendments to CCMC Chapter 3.09, Disasters and Emergencies and continue to implement various emergency preparedness measures. (Joint Project with the City Attorney's Office).



FIRE DEPARTMENT

RESP. MGR.: DAVE WHITE

Status: Not Completed. This goal will be carried over to FY 2019-20.

COMMUNITY RISK REDUCTION (FORMERLY FIRE PREVENTION)

- Change the name of the Fire Prevention Division to the Community Risk Reduction Division.

Status: Completed.

- Implement tablet technology (paperless) to conduct fire inspections.

Status: Not Completed. The tablet technology will be implemented on February 25th, 2019.

- Notify residents in the Very High Fire Hazard Severity Zone of brush clearance requirements and monitor compliance.

Status: Not Complete. This be will be started in April 2019. Brush clearance notices will be sent out to residents in the Very High Fire Hazard Severity Zone. Inspectors will monitor compliance. Concurrently, Community Risk Reduction will conduct a "Ready, Set, Go" public education campaign.

- Move fire hydrant annual inspection and maintenance program from Fire Suppression Division to Fire Prevention Division.

Status: Not Complete. Golden State Water Company has not committed to servicing their hydrants annually. Additional pressure will need to be put on the water company for them to inspect and maintain the hydrants every year. Failure by the water company to do so will negatively impact CCFD's ISO rating.

TELECOMMUNICATIONS

- Complete a backup connection to the Interagency Communications Interoperability System (ICI System) regional communication network.

Status: Not Completed. There are technological and funding challenges. This will be carried over to next fiscal year.

- Replace aging radio system components on the Baldwin Hills tower, specifically, the antennas and combiners.

Status: Not Completed. Antennas have been replaced. The combiners will be replaced in March 2019.



FIRE DEPARTMENT

RESP. MGR.: DAVE WHITE

- Work with the Transportation Department to implement the radio component of the Smart bus project.

Status: Not complete. The smart bus project is well underway. This item will be carried over to next fiscal year.

FISCAL YEAR 2019-20 WORK PLANS

CITY STRATEGIC PLAN INITIATIVE

Enhance Homeless Services

- Improve the Department's outreach to better assist the homeless community.

DEPARTMENTAL INITIATIVES

OFFICE OF THE CHIEF

- Obtain FEMA SAFER grant to fund six new firefighter/paramedic positions.
- Work with other Los Angeles Area Fire Departments to establish a Joint Powers Authority to direct regional training efforts.

SUPPRESSION

- Evaluate and update the recruit training program to adapt to changes in California's firefighter training and certification procedures.
- Equip all apparatus with emergency responder traffic alert system.
- Replace "jaws of life" extrication equipment (spreader, cutter, ram) with modern battery-powered equipment.

EMERGENCY MEDICAL SERVICES

- Work with the PRCS Department to investigate lessening the response time to provide direct resources to "at risk" seniors and other populations including revising the scope of work for the City's contractor and establishing a partnership with colleges that offer Social Welfare/Work like UCLA Department of Social Welfare to provide field work and office setting experiences to graduate students and in turn receive assistance in helping community members in need.



FIRE DEPARTMENT

RESP. MGR.: DAVE WHITE

- Reduce the amount of time it takes to hire ambulance operators. Goal = 3 months from application to start date.
- Provide enhanced training to all EMS personnel on the care and treatment of mental health and substance abuse patients.

EMERGENCY PREPAREDNESS

- Review and update the Emergency Operations Plan (EOP). The update is required every 3 years and the last update occurred in 2016.
- Develop a crisis communication plan and establish a cross-departmental team of trained personnel.
- Work with the Finance Department to develop a comprehensive disaster cost recovery plan and deliver training to select Finance Department personnel.

COMMUNITY RISK REDUCTION (FORMERLY FIRE PREVENTION)

- Develop and pilot test an enhanced Brush Inspection Program.
- Adopt the 2019 California Fire Code.
- Conduct a smoke alarm campaign focused on mobile homes and low-income motels.
- Publish public education safety videos (e.g., smoke alarms, cooking) on the Department's website in multiple languages (e.g., Spanish, Arabic, English). Utilize the safety videos in social media where appropriate.

TELECOMMUNICATIONS

- Complete a backup connection to the Interagency Communications Interoperability System (ICI System) regional communication network.
- Work with the Transportation Department to implement the radio component of the Smart Bus Project.
- Replace the Uninterruptable Power Supply (UPS) at the Baldwin Hills Tower site. Ensure that there is a minimum of 24 hours of battery backup for this mission critical communications infrastructure.



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PROPOSED BUDGET

FIRE DEPARTMENT

RESP. MGR.: DAVE WHITE

- Work with the Police Department, Public Works Department, and Transportation Department to identify and replace mobile/portable radios that are reaching the end of their service life



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FISCAL YEAR 2018-19 WORK PLANS

STRATEGIC PLAN INITIATIVES

Goal One: Increase Civic Engagement

Objective 1: Increase Community Participation with and in City Government

- (Initiative 1b) In coordination with the PRCS Department, create a Culver City Unified School District / City Youth shared resource page on the City's website to promote community service opportunities for youth and include a directory of neighborhood and homeowner associations, non-profit organizations, and service clubs.

Status: The PRCS and IT Departments have worked together to develop a comprehensive volunteer page that is regularly updated and maintained by PRCS staff. The site lists volunteer opportunities available through non-profit organizations, service clubs, City volunteer opportunities, and teen specific volunteer information. Additionally, the website has an interactive neighborhood association page to guide residents towards the various associations. Staff also continues to review and evaluate youth resource links on the City's website and CCUSD's website to ensure that resources are appropriately mirrored to provide a consistent message and up-to-date information for the community. Staff will consult with the City's communications consultant regarding policy formulation and industry best practices toward pursuing the Shared Resource Website in coordination with CCUSD.

- (Initiative 1d) In coordination with the City Attorney's Office, evaluate the criteria to post an event on the community calendar on the city's website and draft a policy related to calendar postings on the website. Promote the use of the community calendar through development and maintenance of the calendar items.

Status: This work plan item will be addressed as a component of the project effort to draft a Website Governance Policy.

IT Strategic Direction and Policy

- Continue to work with all city departments to develop an IT Strategic Plan and roadmap implementing technology to facilitate smart cities initiatives that will leverage the city's municipal fiber network.

Status: The City contracted with Magellan Advisors to assist in developing a "Technology Roadmap". Technology strategy meetings were held with all departments to identify areas where additional technology could be implemented to leverage the city's municipal fiber infrastructure. Two initiatives were highly ranked by most city departments and will be



INFORMATION TECHNOLOGY

RESP. MGR.: MICHELE WILLIAMS

pursued by Information Technology: an enterprise camera solution and a WiFi expansion strategy. Additionally, Information Technology is also finalizing plans for transition toward utilizing the new fiber infrastructure for municipal operations. This effort will be carried into the next fiscal year. Once complete it will result in network redundancy, enhanced reliability reducing the risk of network outages/failure and significantly increased broadband capacity.

- Email Retention, Electronically Stored Information (ESI), and Employee Use of Social Media Policies: Draft and implementation of new policies and procedures relating to Email Retention, Electronically Stored Information (ESI) and Employee Use of Social Media (in coordination with the City Attorney's Office)

Status: A Working Group, consisting of staff from the City Manager's Office, IT Department, Administrative Services Department and City Attorney's Office prepared Administrative Policies and Procedures for the Social Media Policy, which were approved by the City Manager in January, 2017. In addition, the staff team is in the process of drafting a separate administrative policy regarding employee use of social media, with an anticipated completion date prior to the close of FY 18-19. With regard to the Email Retention and Electronically Stored Information (ESI) policies, the activity for these policies was initially put on hold pending the selection of an Email/Cloud storage solution. The IT Department has completed its implementation of Microsoft's Office 365 Cloud solution, which also includes an E-Discovery module. The Working Group will be reviewing best practices and sample policies from other cities, with the goal of completing Email Retention and ESI policies during 2nd quarter FY 19-20.

- In coordination with the City Manager's Office, draft and implement a Website Governance Policy. This was a recommendation from the Communications Assessment Audit completed by Tripepi Smith.

Status: IT Staff has been reviewing information provided by the City's Communication Consultant and researching to obtain draft governance policies from surrounding municipalities and other government organizations. Staff will be working with the City Manager's Office and the City Attorney's Office to formulate a draft policy which will be recommended for administrative approval. The draft policy will also address policy and protocols for the community calendar.

Technology Support

- Continue to provide technical support to city departments on the use of software and hardware where appropriate. Continue the citywide training program to enhance the technical skills of city employees.



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Status: Information Technology facilitated training campaigns for heightened cybersecurity awareness. End users were signed up for up to two online training classes: Detecting Phishing Emails and Security Awareness Fundamentals. In the upcoming year IT will coordinate at least two more training campaigns: Be a Human Firewall, and another round of Phishing Awareness. IT is also looking into other methods of providing online training by assignment, on-demand, and open enrollment. Formal in-person classes continue to be offered in the areas of Microsoft Excel, Word, and GIS for use of interactive web applications and desktop applications.

Technology Enhancement & Replacements

- Replace Cisco upcoming end of life equipment as determined by network audit and published end of life (EOL) information.

Status: This project was started in October 2018. Information Technology is replacing the City's non-public safety networking core and edge switches which totals approximately 40 devices located throughout the City. The devices have been racked for staged for configuration. As a result of the new devices, the underlining network components will be upgraded to a software-defined network which will enhance security and facilitate management of the network. This project will continue to into next fiscal year.

- In accordance with new accessibility standards, will implement closed captioning for public meetings (City Council, Commissions and Board Meetings) that are streamed via the City's website and televised on the City's cable channel.

Status: This project was not approved in the 2019-20 fiscal year budget.

Enterprise Electronic Document Management System

- Provide project management and technology oversight for the citywide Document Management System which will establish the storage strategy for all documents in accordance with the City's document retention policy. The project will facilitate online forms, electronic signatures, workflow, electronic storage of documents and will make documents accessible for eased storage, search and retrieval for city staff and the public where deemed appropriate.

Status: The first phase of the Enterprise Document Management Project was completed in October 2018. Phase 1 comprised the migration of citywide files from two legacy document repositories. This included SharePoint 2010 (also known as Swami) and the archival scanned documents from Sire, into the new intranet portal branded as Culver Central. Phase 2 was initiated in January 2019. Phase 2 of the project includes a document retention assessment, creation of document retention libraries and the development of retention



INFORMATION TECHNOLOGY

RESP. MGR.: MICHELE WILLIAMS

workflows. The retention assessment aligns and incorporates the City's document retention schedule and will be completed this fiscal year. The development of the retention libraries and workflows will follow. The project will continue into next fiscal year with additional milestones that include online forms and electronic signatures.

Replacement of City's Fleet of Copier/Fax/Scan Machines

- Initiate a project to replace the City's fleet of business hub copiers/fax/scanners. The purchased units are approaching end of life. A RFP will be issued to identify the most appropriate plan for replacement including lease and purchase options.

Status: This project was not approved in the 2019-20 fiscal year budget.

Municipal Fiber Network – Culver Connect

- Continue the implementation of a municipal fiber network which will be leveraged to provide high-speed and high-quality Internet access to local businesses, the Culver City school district, and for municipal operations.

Status: Construction was completed for the Municipal Fiber Network (Culver Connect) backbone and construction has been initiated for network laterals. In July 2018 the network was deemed operational with all of the fiber optic infrastructure installed, spliced and tested. During the fiscal year, network configuration was also initiated for the electronics that are located in the three local hubs and at the telecommunications carrier hotels at One Wilshire and Equinix (El Segundo). The City is currently working with enterprise businesses within the City who have expressed interest in leasing dark fiber. Staff also continues negotiations with potential Internet Service Providers (ISP's). An updated estimated revenue projection will be provided for Fiscal Year 2019-20 during the budget planning process.

- Evaluate and recommend a Wi-Fi strategy that leverages the municipal fiber infrastructure.

Status: In response to the Technology Strategy meetings with city departments, staff is in the process of examining extending Wi-Fi to additional city locations to support department specific operations (Fire Stations, City Parks, and other city facilities). Additionally, the City Hall Wi-Fi will be extended to the Public Services building and this is targeted for completion in March 2018.

GIS Technology Enhancements

- Open Data Portal: Make GIS data accessible to engage citizens, businesses, academics, and city staff to use data in a variety of ways, create maps, and customize apps they can use to create new information.



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Status: IT publishes from the Culver City website GTFS (General Transit Feed Specification) data representing schedule information for Culver City Bus route. This has been made this available by two methods: by downloading the files directly or by dynamically consuming the current information at a static link. Both are updated whenever there is a schedule change. Companies such as Apple consume this information to provide their customers with the best information possible. IT also coordinated with Google through their Transit Partner Program and worked with the City's scheduling consultant to load bus fare and transfer costs, which is used by interactive computer mapping trip planners such as Google Maps.

- Street Pavement GIS: Expand recent developments to create an online data and project viewer using ArcGIS Online.

Status: The Engineering Division contracted with a vendor (Bucknam and Associates) to complete a survey of street conditions by Pavement Condition Index (PCI). When the results of the survey are delivered, IT and Engineering will be reviewing the format of data to see how best it may be connected to, or augmented by, the city's GIS master database for street centerlines.

- 3D Utility Management: Pilot effort to use GIS data that engineers may use to mitigate risk of building in congested areas by knowing where existing subsurface storm water and wastewater are located and perform conflict analysis of proposed changes to save time and reduce costs and errors.

Status: Not started. This project will be initiated later this fiscal year.

IT Public Safety Support

- Police Network Redesign - The PD Network is currently utilizing a network topology called, "flat network." The redesigned network will enhance security, provide scalability, reduce network congestion and improve performance.

Status: Not started. This project will be initiated after the network replacement project is completed for the non-public safety network.



INFORMATION TECHNOLOGY

RESP. MGR.: MICHELE WILLIAMS

FISCAL YEAR 2019-20 WORK PLANS

IT Strategic Direction and Policy

- Implement a Wi-Fi strategy that leverages the municipal fiber infrastructure and extends the City's Wi-Fi to municipal locations in support of department specific operations.
- Provide project management and technical oversight for an enterprise camera project with the objective of identifying a scalable enterprise camera solution to enhance security. Key locations include city parking garages, exterior perimeter of Fire Stations, city parks and additional city facilities.
- Migrate municipal network operations to the new fiber optic infrastructure, identify and contract with alternate Internet Service Providers to enhance broadband service for municipal operations.
- In coordination with the City Manager's Office and the City Attorney's Office, finalize and implement a Website Governance Policy that supports the City's online communication standards.

Technology Support

- Continue to provide technical support to city departments on the use of software and hardware where appropriate. Continue the citywide training program to enhance the technical skills of city employees.
- Provide technical support to Community Development, Public Works and Fire Departments on the Permit Streamlining effort. Deploy software solutions to support the online permitting process and online plan submittals.
- Work with PRCS to continue upgrading citywide irrigation systems to ensure AB-1881 (landscape water conservation ordinance) compliance. Staff will work with the vendor to upgrade the Calsense Central Controllers system throughout the City where feasible.

Technology Enhancement & Replacements

- Update city hall conference rooms with improved audio-visual functionality and virtual conference solutions.
- Review and update the City's website design and identify additional online services to enhance the city's website.



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- Continue the networking project that replaces Cisco end of life equipment as determined by network audit and published end of life (EOL) information. Continue to configure and redesign the network to support enhanced security and improved functionality.
- Initiate a project to replace the City's fleet of business hub copiers/fax/scanners. The purchased units are approaching end of life. A RFP will be issued to identify the most appropriate plan for replacement including lease and purchase options.

Enterprise Electronic Document Management System

- Provide project management and technology oversight for the citywide Document Management System which will establish the storage strategy for all documents in accordance with the City's document retention policy. The project will facilitate online forms, electronic signatures, workflow, electronic storage of documents and will make documents accessible for eased storage, search and retrieval for city staff and the public where deemed appropriate.

Municipal Fiber Network – Culver Connect

- Work with the City Manager's Office to leverage Culver Connect, the City's fiber-optic network, to stimulate economic development by providing high speed internet access to City businesses. Maximize the efficiency and utilization of the network by considering new and innovative business models through an RFP process for network operator.

GIS Technology Enhancements

- Continue to develop online applications that support departments and make GIS data accessible to engage citizens, businesses, academics, and city staff to use data in a variety of ways, create maps, and customize apps they can use to create new information.



CITY ATTORNEY

RESP. MGR.: CAROL SCHWAB

FISCAL YEAR 2018-19 WORK PLANS

STRATEGIC PLAN INITIATIVES

Goal 1: Increase Civic Engagement

Objective 1: Increase Community Participation with and in City Government

- Review the Citywide Communications Assessment for recommendations to modernize community outreach and potentially allocate new resources towards the City's communications effort. *(City Attorney's Office will assist with reviewing any new or updated policies relating to this initiative.)*

*Status (a/o 02/21/19): **Ongoing.** City Attorney's Office (1) continues to work jointly with City Manager's Office, Information Technology and Administrative Services/Human Resources in developing social media policies, including City employee's use of social media and presence on social media as representatives of the City, which is anticipated to be completed prior to the end of FY 18-19 (note: in FY 17-18, an Administrative Social Media Policy regarding the City's presence on social media, including a Customer Use Policy was developed and implemented); (2) participates in quarterly communications meetings with all City departments and City's communications consultant, Tripepi Smith; and (3) continues to provide assistance with and participate in this effort as needed.*

- Evaluate the criteria to post an event on the Community Calendar on the City's website. Promote the use of the Community Calendar through development and maintenance of the calendar items. *(City Attorney's Office will participate with the Information Technology Department with this initiative.)*

*Status (a/o 02/21/19): **Ongoing.** This work plan item will be addressed by the Information Technology Department as a component of the project effort to draft a Website Governance Policy. City Attorney's Office is available to assist with and participate in this effort as needed.*



CITY ATTORNEY

RESP. MGR.: CAROL SCHWAB

Goal 2: Enhance the Restoration and Utilization of Ballona Creek

Objective 1: Make Ballona Creek More Walkable, Bikeable, and Connected to the City (The City Attorney's Office will provide legal assistance for the Objective 1 initiatives as needed.)

- Research the reclamation of the Ballona Creek right-of-way. Explore legal, political/jurisdictional, and financial implications. *(City Attorney's Office will research applicable legal requirements and/or implications for the reclamation of right-of-way.)*

*Status (a/o 02/21/19): **Ongoing.** City Attorney's Office participated in the kick-off Ballona Creek Task Force meeting and continues to provide assistance with and participate in this effort as needed.*

Goal 5: Identify New Revenue Sources to Maintain Financial Stability

Objective 1: Potential Retail Marijuana Excise Tax

- Now that recreational marijuana has been legalized in California, the City Council will consider whether dispensaries will be permitted in Culver City. *(Since the City adopted a commercial cannabis regulatory ordinance and amended the Zoning Code to allow cannabis businesses in the City, the City Attorney's Office will continue to assist with the implementation of the ordinance, including the application and selection process, and any ongoing legal issues related to the new businesses.)*

*Status (a/o 02/21/19): **Ongoing.** The City Attorney's Office continues to work with the City Manager's Office to implement the ordinance, including the application and selection processes.*

- If permitted, the City Council would consider a marijuana tax for placement on the ballot during the April 2018 municipal election. *(If the ballot measure being submitted to the voters passes in April, 2018, the City Attorney's Office will assist the Finance Department in implementing the tax measure.)*

*Status (a/o 02/21/19): **Completed.** The City Attorney's Office worked jointly with the Finance Department, City Manager's Office and the City's consultant to develop a proposed tax measure that would tax commercial cannabis businesses in the City. The development of the tax was discussed at the Finance Advisory Committee, which provided recommendations on the tax levels to the City Council. The tax measure was on the April 2018 ballot and was passed by the voters. The City Attorney prepared the required impartial analysis of the ballot measure.*



CITY ATTORNEY

RESP. MGR.: CAROL SCHWAB

Objective 2: Application of Transient Occupancy Tax to Short-Term Rentals

- Evaluate regulations with respect to zoning; community implications; impacts to affordable housing; and communication with property owners who may be absent during the rental period. *(City Attorney's Office will assist the Community Development Department with this item.)*

*Status (a/o 02/21/19): **Ongoing.** City Attorney's Office has advised the City staff team, led by the City Manager's Office, by reviewing and providing input on possible regulations for short term rentals (STRs) and has attended STR City Council Subcommittee meetings. In addition, the City Council approved a Voluntary Collection Agreement with Airbnb for the collection of transient occupancy tax on existing Airbnb hosted short term rentals in Culver City.*

DEPARTMENTAL WORK PLANS

- **General Legal Assistance:** Provide legal assistance to other Departments relating to their respective Work Plans.

*Status (a/o 02/21/19): **Ongoing.***

- **Litigation and Claims** (a/o 02/21/19): Ongoing review and approval or denial of claims. Review and manage all litigation and liability matters involving the City.

*Status: **Ongoing.** The City Attorney's Office continues to review and approve/deny each claim that is filed with the City, and manages all pending litigation.*

- **Training:** Conduct and/or facilitate training on various legal requirements applicable to City operations, including, but not limited to, the Brown Act, the Public Records Act, conflict of interest regulations, public contracting and subpoenas. The next AB1234/Brown Act/Conflict of Interest Training will be held on June 28, 2018, during the last quarter of Fiscal Year 17-18.

*Status (a/o 02/21/19): **Completed and ongoing.** The AB1234/Brown Act/Conflict of Interest Training was held on June 28, 2018. This training is now conducted annually in June of each year, and as needed, after new appointments are made to the various City commissions, boards and committees. The next training will be held in June 2019.*



CITY ATTORNEY

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- **Oil Drilling:** (1) Inglewood Oil Field (IOF) Specific Plan Project (Ordinance/Regulations): City Council public hearing dates to consider the Project and related EIR yet to be determined, but anticipated to occur in first quarter of Fiscal Year 18-19); and (2) Monitoring and, when applicable, commenting on, federal, state and local agency regulations relating to oil drilling operations (i.e. fracking, air and water quality, etc.). (Joint project with Community Development Department.)

*Status (a/o 02/21/19): (1) **On hold.** On June 20, 2018, the City Council placed a hold on the completion of the 2017 IOF Specific Plan and EIR, including preparation of responses to comments received on the Draft EIR and directed staff to investigate options relating to a potential amortization of the IOF. (2) **Ongoing.** Staff continues to monitor and, when applicable, comment on and participate in workshops/meetings relating to, federal, state and local agency regulations regarding to oil drilling operations (i.e. fracking, air and water quality, etc.), including regular attendance at the Community Advisory Panel for the Los Angeles County Baldwin Hills Community Standards District and participation in workshops for the California Air Resources Board's (CARB) Study of Neighborhood Air Near Petroleum Sources (SNAPS) Program.*

- **City Council Policies – Comprehensive Update:** Working with the City Council Policies Ad Hoc Subcommittee to complete a comprehensive review of all City Council Policies and finalize a new policy manual. (Joint Project with Administrative Services Department.)

*Status (a/o 02/21/19): **Partially completed and ongoing.** Staff from the Administrative Services Department and City Attorney's Office are working with the City Council Policies Ad Hoc Subcommittee to conduct a comprehensive review of all City Council Policies and make recommendations to the City Council. Several policies involving various subject matters have been reviewed and revised to date.*

- **Telecommunications Ordinance and Procedures Update, Including Review of Design and Use Standards:** (1) Wireless antenna ordinance; (2) Update encroachment permit process; and (3) Review and update existing CCMC telecommunications regulations. Anticipate bringing an ordinance to regulate new wireless antennas in the public rights-of-way and to update the encroachment permit process to the City Council during the first or second quarter of Fiscal Year 18–19. (Joint project with Public Works and Community Development Departments.)

*Status (a/o 02/21/19): **Partially completed and ongoing.** City Attorney's Office has focused its efforts this fiscal year, on an increasing number of applications for installation of wireless antennas in the public rights-of-way. Both federal and state law now require that local governments approve applications for wireless antennas on an expedited basis. The City Attorney's Office has been setting up practices and procedures for Public Works staff to follow, which include development of application process and design and development*



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standards. In addition, the City Attorney's Office drafted the ordinance amending the CCMC to enable the City to regulate new wireless antennas in the public rights-of-way. The ordinance was adopted by City Council in January 2019. Concurrently, additional amendments to the CCMC were adopted to eliminate the City Council review of encroachment permits and authorize the Public Works Director to approve such permits administratively. The City Attorney's Office continues to assist Public Works in reviewing proposed standards for the placement of wireless antennas in the public rights-of-way.

- **Email Retention, Electronically Stored Information (ESI), and Employee Use of Social Media Policies:** Drafting and implementation of new policies and procedures relating to Email Retention, Electronically Stored Information (ESI) and Employee Use of Social Media (Assist Information Technology Department as needed.)

*Status (a/o 02/21/19): **Partially completed with remainder to be carried over to the next fiscal year.** A Working Group, consisting of staff from the City Manager's Office, IT Department, Administrative Services Department and City Attorney's Office prepared Administrative Policies and Procedures for a Social Media Policy regarding the City's presence on social media, including a Customer Use Policy, which was approved by the City Manager and implemented in FY 17-18. In addition, the Working Group is in the process of drafting a separate administrative policy regarding employee use of social media, with an anticipated completion date prior to the close of FY 18-19. With regard to the Email Retention and Electronically Stored Information (ESI) policies, the activity for these policies was initially put on hold pending the selection of an Email/Cloud storage solution. The IT Department has completed its implementation of Microsoft's Office 365 Cloud solution, which also includes an E-Discovery module. The Working Group will be reviewing best practices and sample policies from other cities, with the goal of completing Email Retention and ESI policies during 2nd quarter FY 19-20.*

- **Pipeline Franchise Renewals:** Assist with Pipeline Franchise renewals (Assist City Manager's Office.)

*Status (a/o 02/21/19): **Ongoing.** The City Manager's Office continues to negotiate a franchise agreement between the City and Torrance Valley Pipeline. Once negotiations conclude, the City will begin negotiations with other pipeline operators. The City Attorney's Office is assisting with these efforts as needed.*



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- **Zoning Code Amendments:** Multiple amendments/updates to Zoning Code. Amendments will be considered throughout Fiscal Year 18-19. (Assist Community Development Department.)

*Status (a/o 02/21/19): **In progress.** Working in partnership with the Community Development Department regarding several Zoning Code Amendments to update and clarify provisions in the Zoning Code. This work commenced during Fiscal Year 13-14 and has continued through Fiscal Year 18-19. Thus far in Fiscal Year 18-19, amendments to accessory dwelling units, bicycle parking, electric vehicle parking standards, compact parking, and hillside development standards, have been completed. Amendments concerning large dwelling development standards are anticipated to be completed during the fourth quarter of FY 18-19. Various other amendments will continue into Fiscal Year 19-20 and include, but not be limited to, amendments relating to short-term rentals, outdoor dining, retail smoking establishments, comprehensive sign code update and comprehensive parking standards update.*

- **LAX/FAA Overflights:** The City Attorney's Office will continue to oversee litigation and other issues regarding LAX and the FAA, including, overflight concerns related to noise and air quality, working with the City's federal lobbyist, monitoring the LAX Specific Plan expansion project, new and proposed development adjacent to LAX, and proposed transit facility.

*Status (a/o 02/21/19): **Ongoing.** The City Attorney's Office continues to work with the City's City Council LAX/FAA Subcommittee, as well as outside consultants and the City's federal lobbyist, on the issues related to the Southern California Metroplex NextGen implementation by the FAA, including advancing the City's position with Congress. The City's litigation related to the FAA's Environmental Assessment (EA) has been concluded, with the D.C. Circuit Court of Appeal ruling that the EA was adequate. Additionally, the City Attorney's Office continues to work with the LAX/FAA Subcommittee and the City Manager's Office to develop a regional approach to the ongoing noise and environmental impacts resulting from the Metroplex NextGen implementation.*

- **Municipal Fiber Network Project:** (Assist Information Technology Department with Project as needed.)

*Status (a/o 02/21/19): **Ongoing.** Construction was completed for the Municipal Fiber Network (Culver Connect) backbone and construction has been initiated for network laterals. In July 2018 the network was deemed operational with all of the fiber optic infrastructure installed, spliced and tested. During the fiscal year, network configuration was also initiated for the electronics that are located in the three local hubs and at the telecommunications carrier hotels at One Wilshire and Equinix (El Segundo). The City is currently working with*



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enterprise businesses within the City who have expressed interest in leasing dark fiber. Staff also continues negotiations with potential Internet Service Providers (ISP's). An updated estimated revenue projection will be provided for Fiscal Year 2019-20 during the budget planning process.

- **Contracting/Purchasing Ordinance and Policies Update Working Group Project:** Conduct a comprehensive update of the CCMC provisions, purchasing policies, RFB, RFP and RFQ documents and bid protest procedures, and review insurance and indemnity issues, relating to City contracting and purchasing. (CCMC amendments presented to City Council during fourth quarter of Fiscal Year 17-18. Working Group will continue with Phase Two— updating related policies and procedures, and other procurement templates, as needed; and Phase Three— implementation and training.) (Joint Project with Finance, Public Works and Transportation Departments, and the City Attorney's Office.)

*Status (a/o 02/21/19): **Partially completed and in progress.** The Working Group has identified additional amendments to CCMC provisions that it plans to present in the upcoming months. Once Council approves, the project will continue with Phases Two and Three into FY 19-20.*

- **Historic Preservation Program Update:** Update to City's Historic Preservation Program, including CCMC Amendments (Joint Project with the Administrative Services Department – Cultural Affairs Division).

*Status (a/o 02/21/19): **In progress and ongoing.** The City Attorney's Office is assisting the Administrative Services Department (Cultural Affairs Division) as needed in the update of the Historic Preservation Program to include an opportunity for adequate community input while facilitating completion of the project in a reasonable timeframe. The Cultural Affairs Commission considered an action item pertaining to the Historic Preservation Program update in October 2018. Staff met with various stakeholders at end of 2018/early 2019 (including, Chamber of Commerce, City Historian and CCHS) to provide an update and background information. City Council is scheduled to consider recommendations from staff and the CAC on February 25, 2019. Communication/coordination with Advance Planning staff as pertains to the General Plan Update is on-going.*

- **LTMB Role, and CCMC and Bylaws Amendments:** Discussion and recommendations from the Landlord-Tenant Mediation Board concerning their role, community outreach regarding mediation services, mediation practices/procedures and related amendments to the CCMC and LTMB Bylaws. (Joint Project with the Community Development Department/Housing Division.)

*Status (a/o 02/21/19): **In progress.** Housing staff and the City Attorney's Office have met on multiple occasions with the LTMB Subcommittee, as well as the full Board, to draft*



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recommendations for the City Council's consideration. It is anticipated that an Ordinance amending the CCMC, as well as amendments to the LTMB Bylaws will be presented to City Council prior to the end of FY 18-19.

- **Housing Ordinances and Programs:** Committee on Homelessness – LA County Homeless Initiative/Economic Empowerment Ordinance; Inclusionary Housing Ordinance; interpretation and implementation of the housing statutes (SB2, SB35, etc.); interpretation and implementation of local incentives to enhance affordable housing activity (i.e. fee waivers, parking reduction, SB1818, Mixed-Use Ordinance/Community Benefits, employer tax credit). (Assist the Community Development Department/Housing Division as needed.)

*Status (a/o 02/21/19): **Commencing.** Staff has taken preliminary steps in these projects and the City Attorney's Office is assisting as needed.*

- **Sign Code Update:** Comprehensive review of CCMC Chapter 17.330 and Subchapter 13.02.200 et seq., pertaining to sign regulations. (Joint Project with the Community Development Department/Planning Division.)

*Status (a/o 02/21/19): **Commencing.** It is anticipated this project will get underway during the 4th quarter of FY 18-19*

- **ADA Self-Evaluation and Transition Plan:** Steering committee with Public Works and other City departments, along with the City's consultant, on the City's ADA Self-Evaluation and Transition Plan. (Assist the Public Works Department as needed.)

*Status (a/o 02/21/19): **Completed.** The ADA Self-evaluation and Transition Plan was completed as of August, 2018. The City Attorney's Office will assist as needed with the implementation of the Plan.*

- **Update Disaster and Emergency Services Ordinance and Continue Implementation of Emergency Plan:** Prepare necessary amendments to CCMC Chapter 3.09, Disasters and Emergencies; and continue to implement various emergency preparedness measures. (Joint Project with the Fire Department.)

Status (a/o 02/21/19): The City Attorney's Office is working with the Fire Department to determine the need for any necessary amendments to CCMC Chapter 3.09.

- **Grant Opportunities:** Monitoring grant opportunities.

*Status (a/o 02/21/19): **Completed.** None available at this time.*



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FISCAL YEAR 2019-20 WORK PLANS

STRATEGIC PLAN INITIATIVES

Goal: Ensure Long-term Financial Stability

Objective: Identify new revenue sources to maintain financial stability

Initiatives:

- **Revise Business Tax Structure**
- **Explore opportunities for Public/Private Partnerships**
- **Maximize opportunities for partnerships with 2028 Olympics**

City Attorney's Office will prepare/review any necessary code amendments and agreements, and provide legal assistance as needed.

Objective: Maximize existing sources of revenue

Initiatives:

- **Increase Sales Tax by ¼ cent**

City Attorney's Office will assist with any necessary actions (e.g. prepare resolutions) to place a measure on the ballot, and will prepare an impartial analysis of the measure.

Goal: Revitalize Ballona Creek

Objective: Increase utilization of Ballona Creek

Initiatives:

- **Extend Ballona Creek bike path to improve mobility and provide greater access to the Metro**

City Attorney's Office will assist with any necessary agreements or other documents to facilitate this effort, and provide legal advice as needed.

Goal: Enhance Housing and Homeless Services

Objective: Increase options for affordable housing

Initiatives:

- **Implement Community Development Housing Plan in partnership with LA County**
- **Work with private developers to increase affordable housing**

City Attorney's Office will prepare/review any necessary code amendments and agreements, and provide legal assistance as needed.



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Objective: Decrease homelessness

Initiatives:

- **Increase transitional housing for homeless families**

City Attorney's Office will assist with any necessary agreements or other documents to facilitate this effort, and provide legal advice as needed.

Goal: Transform Inglewood Oil Field

Objective: Create a vision for future use of the Inglewood Oil Field

Initiatives:

- **Conduct Amortization Study**

City Attorney's Office is managing the Amortization Study project (see related Departmental Work Plan) and facilitating coordination with other Departments as needed.

DEPARTMENTAL WORK PLANS

- **General Legal Assistance:** Provide legal assistance to other Departments relating to their respective Work Plans.
- **Litigation and Claims.** Ongoing review and approval or denial of claims. Review and manage all litigation and liability matters involving the City.
- **Training:** Conduct and/or facilitate training on various legal requirements applicable to City operations, including, but not limited to, the Brown Act, the Public Records Act, conflict of interest regulations, public contracting and subpoenas. The next AB1234/Brown Act/Conflict of Interest Training will be held in June 2019, during the last quarter of Fiscal Year 18-19.
- **Oil Drilling:** Oil Drilling: (1) Inglewood Oil Field (IOF) Specific Plan Project (Ordinance/Regulations) (This project is on hold.); (2) Amortization Study of the IOF (see also related *Strategic Plan Initiative*); (3) Community Advisory Panel for the County of Los Angeles Baldwin Hills Community Standards District; (4) California Air Resources Board's (CARB) Study of Neighborhood Air Near Petroleum Sources (SNAPS) Program; and (5) Monitoring and, when applicable, commenting on and participating in workshops and/or meetings relating to, federal, state and local agency regulations regarding oil drilling operations (i.e. fracking, air and water quality, etc.). (Joint project with Community Development Department.)



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- **City Council Policies – Comprehensive Update:** Working with the City Council Policies Ad Hoc Subcommittee to complete a comprehensive review of all City Council Policies and finalize a new policy manual. It is anticipated this project will continue throughout FY 19-20. (Joint Project with Administrative Services Department.)
- **Telecommunications Procedures Update, Including Review of Design and Use Standards:** Assist the Public Works Department with the update of wireless antenna application forms and adoption and implementation of design and use standards for wireless antennas in the public rights-of-way. (Joint project with Public Works Department.)
- **Email Retention, Electronically Stored Information (ESI), and Employee Use of Social Media Policies:** Drafting and implementation of new policies and procedures relating to Email Retention, Electronically Stored Information (ESI) and Employee Use of Social Media (Joint Project with Information Technology Department.)
- **Pipeline Franchise Renewals:** Complete the renewal of the Torrance Valley Pipeline franchise agreement. Review and update the City's oil pipeline franchises, using the Torrance Valley franchise agreement as a template. (Assist City Manager's Office.)
- **Zoning Code Amendments:** Multiple amendments/updates to Zoning Code. Amendments will be considered throughout Fiscal Year 19-20. (Assist Community Development Department.)
- **LAX/FAA Overflights:** The City Attorney's Office will continue to assist the LAX/FAA Subcommittee and the City Manager's Office regarding LAX and the FAA, including, local and regional overflight concerns related to noise and air quality, working with the City's federal lobbyist on Congressional actions involving overflights and the FAA, monitoring the LAX Specific Plan expansion project, new and proposed development adjacent to LAX, and proposed transit facility.
- **Municipal Fiber Network Project:** (Assist Information Technology Department with Project as needed.)
- **Contracting/Purchasing Ordinance and Policies Update Working Group Project:** Conduct a comprehensive update of the CCMC provisions, purchasing policies, RFB, RFP and RFQ documents and bid protest procedures, and review insurance and indemnity issues, relating to City contracting and purchasing. (CCMC amendments presented to City Council during fourth quarter of Fiscal Year 17-18. Working Group will continue with additional amendments that have been identified; Phase Two— updating related policies and procedures, and other procurement templates, as needed; and Phase Three—



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implementation and training.) (Joint Project with Finance, Public Works and Transportation Departments, and the City Attorney's Office.)

- **Historic Preservation Program Update:** Update to City's Historic Preservation Program, including CCMC Amendments (Joint Project with the Administrative Services Department – Cultural Affairs Division).
- **LTMB Role, and CCMC and Bylaws Amendments:** Discussion and recommendations from the Landlord-Tenant Mediation Board concerning their role, community outreach regarding mediation services, mediation practices/procedures and related amendments to the CCMC and LTMB Bylaws. (Joint Project with the Community Development Department/Housing Division.)
- **Housing Ordinances and Programs:** Committee on Homelessness – LA County Homeless Initiative/Economic Empowerment Ordinance; Inclusionary Housing Ordinance; interpretation and implementation of the housing statutes (SB2, SB35, etc.); interpretation and implementation of local incentives to enhance affordable housing activity (i.e. fee waivers, parking reduction, SB1818, Mixed-Use Ordinance/Community Benefits, employer tax credit). (Assist the Community Development Department/Housing Division)
- **Sign Code Update:** Comprehensive review of CCMC Chapter 17.330 and Subchapter 13.02.200 et seq., pertaining to sign regulations. (Joint Project with the Community Development Department/Planning Division.)
- **Update Disaster and Emergency Services Ordinance and Continue Implementation of Emergency Plan:** Prepare necessary amendments to CCMC Chapter 3.09, Disasters and Emergencies; and continue to implement various emergency preparedness measures. (Joint Project with the Fire Department.)
- **Sidewalk Vending Regulations:** The City Attorney's Office will work with the Council Ad Hoc Subcommittee, City Manager's Office, Enforcement Services Division and PRCS Department on amendments to the CCMC pursuant to the new state law in effect as of January 1, 2019. It is anticipated that amendments to the CCMC will be presented to the City Council during the 1st quarter of FY 19-20.
- **Micro Kitchens:** Monitor new state law and any pending amendments, as well as the County of Los Angeles Public Health program that will go into effect in FY 19-20, and potentially assist staff with adopting CCMC amendments.
- **Development of Human Relations Committee:** Assist the Equity Subcommittee and the City Manager's Office with the development and implementation of a Human Relations Committee.



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PROPOSED BUDGET

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- **Revisions to the Civil Service Rules:** Assist the Civil Service Commission and the Administrative Services Department (Human Resources Division) with amendments to the Civil Service Rules. Estimated timeline to take recommendations to City Council in 1st quarter of FY 19-20.
- **Website Governance Policy:** Assist the City Manager's Office and Information Technology Department in formulating a draft Website Governance Policy, which will include a policy and protocols for the City's community calendar.



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FISCAL YEAR 2018-19 WORK PLANS

STRATEGIC PLAN INITIATIVES

Goal Two: Enhance the Restoration and Utilization of Ballona Creek

Objective 1: Make Ballona Creek More Walkable, Bikeable, and Connected to the City

- Cooperate with the Community Development Department in development of the Circulation Element of the General Plan and any associated special plans to include a discussion of ways to enhance the walkability and bikeability and connectivity of Ballona Creek to the community. *Status: Ongoing in FY 19/20 in conjunction with development of the General Plan. The Public Works Department has also been participating with the Ballona Creek Revitalization Task Force.*

Objective 2: Make Ballona Creek a Recreational Attraction

Goal Three: Improve Transportation Circulation and Reduce Traffic Congestion

Objective 1: Work Toward No Overall Growth in Average Daily Traffic (ADT) Citywide (Zero ADT Growth) while Enhancing Traffic Safety

- SB 743 Compliance: Review Traffic Study Guidelines and develop a plan to be in compliance with SB743, transitioning CEQA traffic impact analysis from LOS to VMT. Determine required elements such as traffic model and estimate costs. Work to be coordinated with the City's General Plan update effort. This addresses Council Strategic Goal Three, Objective 1a. *Status: The Public Works Department in conjunction with the Community Development Department has been working on developing a Traffic Demand Forecast Model which is the first step toward implementation of VMT analysis for CEQA traffic impacts. As part of this effort new traffic impact guidelines will be developed. This effort is expected to be completed in FY 19/20.*
- Bicycle & Pedestrian Project Development: Hire a planning and outreach consultant to develop project concepts and conduct community engagement for two corridors identified in the Bicycle & Pedestrian Action Plan. The two corridors may include El Rincon SRTS/Overland Corridor Study (3.4 mi) and/or East Washington Corridor Study (1.1 mi) depending on prioritization and community input. Project concepts could include protected bike lanes, pedestrian safety measures, and/or intersection improvements. This addresses Council Strategic Goal 3e,h. *Status: Consultant has been hired. Process is underway. Opportunity Corridors revised to three corridors. Staff to present final draft designs to Bicycle and Pedestrian Advisory Committee by 4th quarter FY 18/19 and finalize for City Council consideration by 1st quarter FY 19/20.*
- Bike Share Implementation: Implement Bike Share System selected by City Council. This addresses Council Strategic Goal Three, Objectives 1e and f. *Status: Staff is currently developing options for City Council consideration including Metro Bikeshare based on Metro's revised Capital and Operation and Maintenance costs for the system and by discussing options with private Bike Share companies as a possible alternative to the Metro Bikeshare system. Staff anticipates providing an update report to City Council by the end of 4th quarter FY 18/19.*



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- Expo-Downtown Connector Environmental & Engineering: Hire a consultant to conduct environmental analysis (including traffic) and engineering for the Expo to Downtown Bicycle Connector Project to bring this project to shovel-ready status. Staff will concurrently pursue capital grant opportunities. This addresses Council Strategic Goal 3e. *Status: Staff revised scope of the project to extend the bicycle infrastructure in Culver City and applied for the ATP Cycle IV in 1st quarter FY 18/19. Staff will draft a revised planning and design RFP for the changed project scope by 1th quarter FY 19/20.*

Culver City Walk & Rollers: Hire safe routes to school consultant to continue the Culver City Walk & Rollers program in partnership with CCUSD. CCUSD is expected to contribute \$30,000 for a total program budget of \$70,000. This will be a recurring funding commitment in future years. This implements Council Strategic Goal Three, Objectives 1e and f. *Status: Consultant has been hired and the program is on-going..*

- Automated Bike Counters: Funding for the purchase of automated bike counters: one permanent for installation near City Hall, and a couple portable counters to be used for data collection as needed. This implements Council Strategic Goal Three, Objectives 1a and b. *Status: Staff to receive research and recommendations from consultant regarding types of bike counter totems and optimal placement location in 4th quarter FY 18/19 with installation to take place during the 1st quarter 19/20.*
- Incorporate development of a Vision Zero Plan into the City Bicycle and Pedestrian Master Plan Update (to be renamed the Bicycle and Pedestrian Action Plan). *Status: Vision Zero has been incorporated into the BPAP. Ongoing in FY 18/19 with expected completion in FY 19/20.*
- Engage the City Council Bicycle and Pedestrian Advisory Committee and the City Council Traffic and Parking Subcommittee to obtain input throughout the process of updating the City's Bicycle and Pedestrian Master Plan (Action Plan) focusing on identifying barriers and finding solutions. *Status: Ongoing in FY 18/19. The BPAC is being consulted with throughout the development of the BPAP. The BPAP is expected to be complete by 1th quarter FY 19/20. This addresses Objective 1j.*

STRATEGIC PLAN INITIATIVES – 2018- 2023 Priorities

Goal: Enhance Mobility and Transportation

Action Step: Conduct an assessment of microtransit and bike access along with TOD visioning

- Expo-Downtown Connector Environmental & Engineering: Scope of project has been extended to include bike infrastructure in downtown Culver City. Hire a consultant to conduct environmental analysis (including traffic) and engineering for the Expo to Downtown Bicycle Connector Project to bring this project to shovel-ready status. *Staff to draft revised planning and design RFP for the changed project scope by 1th quarter FY 19/20.*

Action Step: Conduct Traffic Demand Forecast Study

- SB 743 Compliance: Development of a Travel Demand Forecast Model (TDFM) is underway. Completion is expected in early FY 19/20. Development of new Traffic Study Guidelines which are in compliance with SB-743 is part of the scope of work for developing the TDFM and will facilitate the transition of CEQA traffic impact analysis from LOS to VMT. *This work is expected to be completed in FY 19/20.*



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■ ADMINISTRATION

Preparation of a Green House Gas Inventory: While the preparation of a Sustainable City Plan will be included as an element within the City's General Plan Update, the Public Works Department will be taking the lead to prepare a Green House Gas Inventory with the help of the Southern California Regional Energy Network (SoCalREN). This plan will be provided to the Community Development Department Advance Planning Division and is a vital first step toward preparing a Climate Action Plan as part of the City's Sustainable City Plan. *Status: A firm has been selected to prepare the GHG Inventory, which will be completed by the second quarter of FY 19/20.*

- Advanced Energy-Independent Campus: Based on the findings from the Solar Study and the Zero Net Energy Master Plan, a solar and battery storage project at the Senior Center and Veterans Memorial Complex connected via a microgrid would make for a useful pilot project that addresses the emergency shelter elements of the Hazard Mitigation Plan and demonstrates energy resiliency using clean renewable power. *Status: The Plan will be presented to the City Council in April, 2019. If approved, a Capital Improvement Project may be created based on the Plan's recommendations for inclusion in the 2019/20 budget.*
- Green Business Certification Program: Funding to continue "Sustainable Business Certification Program" with Community Partners for a second year. Estimated cost: \$60,000. *Status: It is anticipated that 21 firms will become certified in March, 2019, which concludes the second year of the program. A proposal to extend the program for one additional year will be submitted by the consultant for staff to consider including in the 2019/20 budget.*
- Centennial Garden: Complete a landscape Master Plan for City Hall and design and bid documents for a new landscape design for the Lafayette side of City Hall. *Status: A draft Master Plan to replace City Hall's landscaping has been completed by the architect. It will be presented to the community and the City Council in March, 2019 for comment, with a final version being adopted in May, 2019. Phase One construction documents along with its estimated cost will be completed in the last quarter of FY 19/20..*
- City's Environmental Efforts Webpage: *Status: Webpage Created.*
- Public Works to be engaged in the development of the General Plan: Cooperate with Community Development Department Advance Planning Division to ensure continued discussion and collaboration on bicycle and pedestrian projects. *Status: Ongoing in FY 18/19.*

BICYCLE & PEDESTRIAN

- Implementation of ATP Grant Safety Improvement Project: Grant funds for Safe Routes to School infrastructure improvements were awarded in the amount of \$2.6 million through the Active Transportation Program (ATP). The scope of work includes upgrades to intersections, high visibility crosswalk, a new crosswalk on Washington Boulevard in front of the Mosque and separated bike lane on Elenda Street. *Status: Staff is currently working with a consultant to conduct final outreach and engagement with the community in 3rd and 4th quarter FY 18/19 and finalize plans for City Council approval. Advertisement for construction bids and construction is currently scheduled for the 1st Quarter of FY 19/20.*



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- Bike Share Implementation: Implement Metro Bike Share System in cooperation with Metro. This addresses Council Strategic Goal 3,e,f,. *Status: Staff is currently developing options for City Council consideration including Metro Bikeshare based on Metro's revised Capital and Operation and Maintenance costs for the system and by discussing options with private Bike Share companies as a possible alternative to the Metro Bikeshare system. Staff anticipates providing an update report to City Council by the end of 4th quarter FY 18/19.*
- Expo-Downtown Corridor: Working from the previously completed Expo to Downtown Bicycle Connector Feasibility Study and the TOD Visioning Study develop a conceptual plan that will accommodate both bicycle facilities and dedicated micro-transit lanes. . This addresses Council Strategic Goal 3e. . *Status: Staff revised scope of the project to extend the bicycle infrastructure into downtown Culver City and applied for the ATP Cycle IV in 1st quarter FY 18/19. Staff will draft a revised planning and design RFP for the changed project scope by 1th quarter FY 19/20.*
- Engage the City Council Bicycle and Pedestrian Advisory Committee and the City Council Traffic and Parking Subcommittee to obtain input throughout the process of updating the City's Bicycle and Pedestrian Master Plan (Action Plan) focusing on identifying barriers and finding solutions. *Status: Ongoing FY 18/19 and anticipated to be complete by 1st Quarter FY 19/20.*
- Seek Grant Funding for Active Transportation Project: Secure funding through the Caltrans Active Transportation Program (ATP) Cycle IV for bicycle and pedestrian improvements. *Status: Applied in 1st quarter FY 18/19 for the Expo-Downtown Connector and awaiting results from SCAG by the 1st quarter FY 19/20.*
- Fox Hills Bike Lanes to be installed on Green Valley Circle: Staff to develop conceptual ideas and conduct public outreach for input and feedback. The final proposal will include recommendations that include public input while also addressing the continued growth of traffic volume in the Fox Hills neighborhood. *Status: Complete outreach by end of 2nd quarter FY 19/20.*
- SCAG GoHuman Campaign For Street Safety: In coordination with the Transportation Department and the Walk n' Rollers Program, staff to create printed campaign material that encourages walking and biking while raising awareness of the rules of the road. *Status: Completed in 1st quarter FY 18/19.*

ENGINEERING

- Capital Improvement Program 18/19: Implement the City's Capital Improvement Program. *Status: Park to Playa Ballona Creek Connection project completed in December 2018. Construction contract award for new Traffic Signal at Washington Boulevard and Cattaraugus occurred in late 2018. Paving of Overland Avenue between Jefferson Boulevard and Washington Boulevard is scheduled in March 2019. Police Department locker room and bathroom remodel is in design. Higuera Bridge replacement project is expected to bid in Spring 2019. Culver Boulevard realignment project will bid in early 2019. Bankfield Sewer Pump Station project is currently under construction. Upgrade to traffic control system with new Adaptive Traffic Control System is expected to be complete by the end of the current FY.*
- Construction of Sewer Diversion Pipelines: Implement the construction of sewer diversion pipelines and new sewer pump station at 5722 Bankfield Avenue in order to decommission Mesmer Avenue as a sewer pump station and close Overland Avenue sewer pump station. Bristol Sewer Pump Station and Fox Hills Pump Station



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will be diverted to the new proposed sewer pump station in the future when funds are available for its construction. *Status. Bid opening occurred in late January. Currently evaluating bids.*

- Engage City of LA in discussion regarding realignment of City boundaries in areas of conflict with public service and property taxes. Work with IT to generate a list of possible boundary changes between Culver City and Los Angeles and recommend a priority list to the City Council to work on. *Status. Meetings with the City of Los Angeles and the County of Los Angeles have identified a number of discrepancies in the location of the City's boundaries. Staff will be seeking to reach mutual agreement between the three agencies on the location of the boundaries before pursuing a discussion regarding boundary realignment. Once the existing boundary discrepancies are resolved, staff will identify proposed locations for boundary adjustment and seek City Council approval before approaching the City of Los Angeles. This is an on-going effort with an indeterminate timeline.*
- Hetzler Road and Tompkins Way connection to public sewer system - There are six residents on Hetzler Road and Tompkins Way that are not connected to the City's public sewer system. These properties have a septic tank for disposal of the sewage. Conduct preliminary engineering to determine the feasibility and cost to route these six properties to the public sewer system through private commercial property and connect to the sewer system on Jefferson Boulevard. *Status. Due to current workload, this has been postponed to Spring 2019.*

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

ENVIRONMENTAL PROGRAMS & OPERATIONS

- Organics Recycling Program Commercial: Continue to add businesses to the food waste/organics recycling program to be in compliance with AB 1826. *Status: As of December 2018, staff visited 167 sites and 95 businesses are receiving organics recycling program services.*
- Organics Recycling Program Residential: Implement food waste and compostable paper products recycling program for single family residents. *Status: Program has been implemented for all single family residents. A green waste campaign video describing the organics recycling program has been created and is available on the City website and distributed through social media.*
- Organics Recycling Program Technology: Research, review and use alternative technologies for processing organic materials. *Status: Staff received a proposal from ORCA Digesters to assist in developing a City Franchise for digester distribution to restaurants having space constraints for another dumpster. Staff anticipates completing review of the proposal by the end of FY 18/19.*
- Food Recovery Program: Develop plan to evaluate businesses, non-profits, and other local agencies for participation in a food recovery program in compliance with SB 1383 requiring no less than 20 percent of edible food be recovered for human consumption by 2025. *Status: The City received a \$497,000 grant from CalRecycle. Staff is in correspondence with donors and recipients and anticipate interviewing potential participants throughout FY 18/19. A refrigerated vehicle and all other necessary equipment have been ordered.*



PUBLIC WORKS

RESP. MGR.: CHARLES HERBERTSON

- Polystyrene Ban: Inspect establishments to determine compliance. *Status: EPO staff visited 170 sites and identified 17 sites in violation. Staff will continue to monitor for compliance.*
- Recyclable Materials Processor: Contract with current recyclable materials processor expires March 2018. *Status: The City entered into a five year contract with a new processor Allan Company in October 2018. The contract requires that the City pay for the processing of recyclable materials.*
- Container Replacement Program: Develop a replacement schedule for waste, recycling, organics and public litter containers. *Status: The City developed a workable spreadsheet to determine the number of requests currently outstanding for new containers as well as all new containers that have been distributed throughout FY 18/19.*
- Construction & Demolition Recycling Diversion Program: *Status: In FY 15/16, the City collected approximately 2900 tons of C&D Materials. In FY 17/18, the City collected 12, 900 tons of C&D materials. The program is experiencing an increase in FY 18/19 with 7030 tons of materials collected during the first half of the year. To accommodate the increased volume, City hired an additional staff member and added twenty additional roll-off containers.*
- Transfer Station Permit Expansion: Apply for an expansion of waste, recycling and organics tonnages accepted at the transfer station from 500 tons per day to 1000 tons per day. *Status: The transfer station operations permit was renewed for five (5) years. A consultant hired by the City determined that an expansion of the permitted tonnage capacity would require a CEQA process. Funds are not budgeted in FY 18/19 to proceed with the process. Staff will consider whether to request the necessary funds in a future FY budget.*
- Transfer Station Improvements: Stormwater Diversion and Rain Garden. *Status: Project was completed in 1st quarter FY 17/18. .*
- Route Optimization Program: Staff will research various software programs during 1st quarter FY 18/19 to enhance collections performance. *Status: Staff is working with a consultant to prepare a preliminary analysis of the organizational needs for route optimization. Route optimization software proposals are currently being reviewed by staff.*
- Customer Billings Software: Current software used to bill customers for waste management monthly services is outdated and needs replacing *Status: The software is currently being upgraded to a cloud-based program and will be completed by 4th quarter FY 18/19.*
- Storm Water Pollution Prevention Plan (SWPPPs) for City facilities: *Status: Due to other staff priorities, these SWPPP's were not addressed.*
- Green Streets Projects: Develop a plan for construction of Green Streets projects utilizing Measure CW funding and private partnerships. *Status: Staff is currently evaluating proposals for a Storm Water Quality Master Plan that will provide a blueprint for future stormwater quality projects over the next five to ten years. Staff anticipates awarding a contract in 3rd quarter FY 18/19.*
- Storm Water Program Management: Work with Ballona Creek and Marina Del Rey watershed agencies to implement Enhanced Watershed Management Programs (EWMPs) and Coordinated Integrated Monitoring



PUBLIC WORKS

RESP. MGR.: CHARLES HERBERTSON

Plans (CIMPs) submitted to the Los Angeles Regional Water Quality Control Board (RWQCB) as required to comply with the current National Pollution Discharge Elimination System (NPDES) permit and applicable Total Maximum Daily Load (TMDL) regulations. *Status: Staff actively participates in both Ballona Creek and Marina Del Rey Watershed Groups to implement EWMP's and CIMP's.*

- Storm Water Public Outreach and Facility Inspections: Produce and disseminate materials to educate residents, businesses and school children about storm water pollution. Conduct facility inspections of restaurants, retail fueling stations and other commercial/industrial sites to verify appropriate storm water BMPs are used. Implement Clean Bay Restaurant Certification Program (Clean Bay Program) through the Santa Monica Bay Restoration Commission (SMBRC). *Status: A storm water campaign video was created and is available on the City webpage and used for community outreach and education. In addition, the consultant inspected 185 restaurants and Certified 33 for the Clean Bay Certification Program.*
- Washington Boulevard Stormwater Diversion Project: Implement 85th percentile storm storage and diversion system along Washington Boulevard from Walnut Avenue to Redwood Avenue to comply with Marina del Rey watershed EWMP. *Status: Design completed in 3rd quarter FY 18/19. City Council approved plans, specifications, and estimates and adopted the final IS/MND. Additional public outreach will take place and bids for construction will be published in 4th quarter FY 18/19.*
- Culver Boulevard Stormwater Treatment Project: Implement 85th percentile storm storage, retention, and infiltration system along Culver Boulevard from Sepulveda Boulevard to Elenda Street to comply with Ballona Creek Watershed EWMP. *Status: Design completed and Public Hearing held in January 2019. City Council approved Plans and Specifications and adopted the final environmental documents. Bids for construction will be published in 3rd quarter FY 18/19.*
- Mesmer Pump Station Diversion Project: Develop Mesmer Pump Station as a dual sanitary sewer station and dry weather diversion pump station. Urban runoff from Centinela Creek will be diverted to Mesmer Pump Station for conveyance to Hyperion Treatment Plant for treatment to comply with Ballona Creek Bacteria TMDL. *Status: Project is currently in the design phase. In 1st quarter FY 18/19, staff submitted LA County Flood Control and Army Corps 408 Permits applications.*

TRAFFIC ENGINEERING

- Speed Reduction Evaluation and Study at School Sites *Status: 15 mph speed limit when children are present signs were installed adjacent to school sites.*

FISCAL YEAR 2019-20 WORK PLANS

ADMINISTRATION

- Implementation of recommendations from microgrid study at Vets and Senior Center.
- Construction of Phase 1 of city hall landscaping project and Centennial Garden.



PUBLIC WORKS

RESP. MGR.: CHARLES HERBERTSON

- Cardiff parking structure lighting retrofit.
- Implementation of energy efficiency mechanical and HVAC modifications to Veterans Memorial Complex.

ENGINEERING

- Capital Improvement Program 19/20: Implement the City's Capital Improvement Program
- Complete final design and begin construction of diversion of Bristol and Fox Hills Sewer Pump Station to new Bankfield Sewer Pump Station.
- Video inspection of 45 miles (50% of total) of sewer mains in the City.

MOBILITY AND TRAFFIC ENGINEERING

- Develop implementation plan for recommendations for bicycle infrastructure from the Bicycle and Pedestrian Action Plan.
- Pursue state grant funding to develop a Local Road Safety Plan (LRSP), which seeks to create a plan that identifies, analyzes, and prioritizes roadway safety improvements, to benefit all road-users, including pedestrians, bicyclists (and all active transportation users), and car drivers.
- Implement Phase I improvements for the Rancho Higuera Neighborhood Traffic Management Plan. Upon neighborhood approval and City Council authorization implement a one-year trial of temporary countermeasures and conduct subsequent traffic data collection for "before/after" evaluation.

ENVIRONMENTAL PROGRAMS & OPERATIONS

- Organics Recycling Program Commercial: Continue to add businesses to the food waste/organics recycling program to be in compliance with AB 1826.
- Organics Recycling Program Residential: Implement food waste and compostable paper products recycling program for single family residents.
- Organics Recycling Program Technology: Research, review and consider use alternative technologies for processing organic materials.
- Food Recovery Program: Develop plan to evaluate businesses, non-profits, and other local agencies for participation in a food recovery program in compliance with SB 1383 requiring no less than 20 percent of edible food be recovered for human consumption by 2025.
- Polystyrene Ban: Inspect establishments to determine compliance.



PUBLIC WORKS

RESP. MGR.: CHARLES HERBERTSON

- **Fats, Oils, Grease. (FOGS) Collection Program:** The City will consider franchising the collection of FOGS citywide. Staff will research the possibility of franchising the FOGS Program. If determined that the franchise would be more environmentally sustainable, the City will issue an RFP for collection of the FOGS materials citywide.
- **Zero Waste at City Facilities:** During the last quarter of FY 18/19, staff implemented the Zero Waste at City Hall Program. Moving forward, several other city facilities will evolve into the Zero Waste Program.
- **Container Replacement Program:** Develop a replacement schedule for waste, recycling, organics and public litter containers. This spreadsheet will assist in calculating the number of containers to be distributed annually. The costs associated with replacement container purchases will be included in the rate study.
- **New Container Installment Program:** Several multi-family residences within the City remain without automated container service. During FY 19/20 the City will begin implementing automated container collection service at these locations.
- **Household Hazardous Waste Collection Program:** Initiate a HHW collection Program. The City awarded a contract to begin a curbside collection program of HHW. This program will be implemented in Summer 2019. The City received a grant for outreach/education for this program. Materials are currently being developed for distribution in July 2019.
- **Transfer Station Permit Expansion:** Apply for an expansion of waste, recycling and organics tonnages accepted at the transfer station from 500 tons per day to 1000 tons per day. This expansion will be considered as part of the rate study to be conducted in FY 19/20.
- **Transfer Station Improvements: Stormwater Diversion and Rain Garden** As part of the Transfer Station Stormwater Diversion System, implement an automated control system to automatically discharge captured runoff to sanitary sewer system after 72 hours and tie-in to the City's SCADA.
- **Transfer Station Structural Improvements:** New push wall is required to protect exterior south building wall from structural damage due to trash operations inside the tipping floor. Prepare Request for Proposal for Design-Build for construction of new push wall inside the Transfer Station building by 1st quarter FY 19-20 with construction slated for 4th quarter FY 19/20.
- **Rate Study:** The city will conduct a rate study to determine rates for all EPO solid waste programs. A professional service agreement will be awarded in FY 19/20 to conduct a rate study for solid waste programs. A Public Hearing will be conducted in Spring 2020 to present rate adjustments.
- **Storm Water Pollution Prevention Plan (SWPPPs) for City facilities:** SWPPP's at City Facilities will be completed in FY 19/20.
- **Storm Water Program Management:** Work with Ballona Creek and Marina Del Rey watershed agencies to implement Enhanced Watershed Management Programs (EWMPs) and Coordinated Integrated Monitoring Plans (CIMPs) submitted to the Los Angeles Regional Water Quality Control Board (RWQCB) as required to comply with the current National Pollution Discharge Elimination System (NPDES) permit and applicable Total Maximum Daily Load (TMDL) regulations. Ongoing participation. Culver City will be a member of the



PUBLIC WORKS

RESP. MGR.: CHARLES HERBERTSON

Central Santa Monica Bay Watershed steering committee to review proposals for stormwater projects and determine level of funding to be provided through County Funded Measure W.

- Storm Water Public Outreach and Facility Inspections: Produce and disseminate materials to educate residents, businesses and school children about storm water pollution. Conduct facility inspections of restaurants, retail fueling stations and other commercial/industrial sites to verify appropriate storm water BMPs are used. Implement Clean Bay Restaurant Certification Program (Clean Bay Program) through the Santa Monica Bay Restoration Commission (SMBRC). Additional outreach materials will be developed during FY 19/20. Artistic renderings around the Ballona Creek will be created to visualize the effects of storm water run-off. Clean Bay certifications are ongoing and industrial facility inspections will start.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

The Community Development Department guides the development of the City and is comprised of seven divisions which include Administration, Building Safety, Current Planning, Economic Development, Enforcement Services, Housing, and Advance Planning. Each Division plays a separate but mutually supporting role in community building to carry out the mission of the department.

FISCAL YEAR 2018-19 WORK PLANS

ADMINISTRATION DIVISION

I. Matrix Study Development Process Review

- Implement Development Services "Permit Center".

Status: On-going

- Prepare Development Services Standard Operating Procedures (SOP) with Community Development, Fire and Public Works Departments

Status: Completed Draft Development Services SOP's with Fire and Public Works.

- Coordinate Permit Tech II Interdepartmental staff scheduling

Status: Completed. Permit Tech II rotation schedule. Implementation February/March 2019

- Development Services payment setup (Public Works, Fire, Building Safety, Current Planning)

Status: Coordinating implementation with I.T. and Finance, May 2019

II. General Plan Update (City Council Strategic Plan 2016-2020)

- Incorporate City Council Strategic Plan Goals Two and Three in General Plan Update RFP (See City Council Strategic Plan below).

Status: Complete – Incorporated goals in General Plan Update Request for Proposal (RFP) and Consultant Scope of Work. Commences March 2019.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

III. City Council Strategic Plan 2016-2020. (Goal 2, Objective 1) Make Ballona Creek More Walkable, Bikeable, and Connected to the City

- Retain a consultant to prepare a Ballona Creek Action Plan and coordination with the City's General Plan Update.

Status: Draft Action Plan work scope complete June 2019. City Council to consider as part of the budget hearings for FY19/20.

- Work with Public Works and City Attorney to explore legal, political/jurisdictional, and financial implications to obtain right of way, access and address use issues.

Status: Prepared comprehensive mapping of Ballona Creek right of way and property ownership list to identify public and private property.

- Research with Public Works and City Attorney the reclamation of the Ballona Creek right-of-way.

Status: Pending completion of Ballona Creek Action Plan.

- Conducted two Ballona Creek Revitalization Workshops

Status: Conducted a second stakeholder meeting in January 2019 – From Gray to Green - 60 stakeholders discussed potential action plan objectives and development and participated in a visioning exercise to identify specific enhancements along the creek with a focus on arts and culture, mobility, open space, resiliency, and storm water and flooding, wildlife and nature and a summary report of the work to date will be presented to Council in April 2019.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

- Adopt the recommendations of the Action Plan as part of the General Plan Update Mobility and Recreation Elements.

Status: In process with General Plan Update.

IV. City Council Strategic Plan 2016-2020 (Goal 2, Objective 2) Make Ballona Creek a Recreational Attraction

- Identify and determine the feasibility of potential Ballona Creek recreational improvements with Parks, Recreation and Community Services department and include Ballona Creek recreation improvements in the Culver City Recreational Master Plan (including lighting, landscaping, cost estimate, and watershed management).

Status: In process with General Plan Update, Recreation Element.

- Include a Recreation Element in the General Plan Update and incorporate Ballona Creek improvements identified in the PRCS Recreational Master Plan.

Status: In process with General Plan Update, Recreation Element.

V. City Council Strategic Plan 2016-2020 (Goal 3 Objective 1) Work Toward No Overall Growth in Average Daily Traffic (ADT) Citywide (Zero ADT Growth) while Enhancing Traffic Safety

- Work with Public Works Department to research criteria related to measuring Level of Service (LOS) and Vehicle Miles Traveled (VMT) related to the California Environmental Quality Act (CEQA) and consider adoption of VMT into traffic study guidelines as part of Mobility Element in General Plan Update.

Status: VMT Consultant RFP issued. Consultant retained and work commenced January 2019.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

- Work with Public Works Department on Citywide Modeling to reduce ADT as part of the General Plan Update (GPU).

Status: In process with General Plan Update, Mobility Element.

- Work with Public Works Department and Transportation Departments on enhanced TDM programs as part of General Plan Update.

Status: Current Planning Division preparing interim TDM measures to present to City Council for project entitlements. Transportation Department preparing Consultant RFP in collaboration with Community Development and Public Works Departments.

- Outreach to residents and business on TDM programs to reduce trips through measures including ridesharing and other additional forms of transportation such as on-demand fixed route busses; subsidized private ride sharing; a pool for discounted TAP cards; or a program of parking credits to allow less required parking.

Status: Collaboration with Transportation Department TDM Consultant.

- Evaluate the Vision Zero initiative and other programs, policies, or initiatives that prioritize transportation safety and pursue the elimination of death and severe injury crashes on our roadways.

Status: In process with General Plan Update, Mobility Element preparation.

- Work with Public Works, Transportation and Finance Departments on Mobility Fee.

Status: In process with VMT model preparation.

VI. Administration

- Management of seven (7) Divisions of Community Development Department.

Status: On-going

- Coordinate mobility measures in project entitlements with Public Works and Transportation Departments.

Status: On-going. Developed required mobility measures implemented with HBO/Apple, The Culver Studios, Brick and Machine as part of conditions of entitlements approvals.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

- Continue research and application for grant funding related to Community Development Department programs and projects.

Status: Staff continues to research various grants with Public Works Department for potential funding for the Ballona Creek Revitalization Project implementation to include Caltrans SB 1 Planning Grants, State of California/Baldwin Hills Conservancy Prop 1, SCAG Sustainable Communities Program and Enhanced Infrastructure Financing Districts. Regional and interdepartmental coordination will be required to prioritize other active transportation and storm water programs relative to the development of Ballona Creek Revitalization Action Plan.

- Record retention implementation for all divisions.

Status: On-going. Contract to digitize records for Community Development: Administration, Building Safety, Current Planning, Economic Development and Housing Divisions will go to City Council by end of FY18/19.

- Administration of Current Planning / Building Safety contracts: Apple/Bristol Parkway.

Status: Apple contract – work completed. Bristol Parkway contract – in process. Current contracts include: Hillside Grading, Single Family Development Design Guidelines, Soft Story Retrofit, Building Inspection Services, Building Official Consultant, Building Plan Check Services.

- Coordinate plan check and construction: Apple / Culver Steps / Entrada / Ivy Station / Market Hall / Nantworks.

Status: On-going.

- Complete Implementation of Culver Steps, Ivy Station and Culver Public Market.

Status: On-going.

ECONOMIC DEVELOPMENT DIVISION

VII. City Wide

- Issue Economic Development Implementation Plan RFP.

Status: An RFP was issued and Strategic Economics was hired to complete an Economic



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

Development Implementation Plan. Preparation of the plan is underway and is expected to be complete April/May 2019.

- Issue Request for Proposal (RFP) for focused marketing and messaging relative to Economic Development.

Status: This item is on hold pending recommendations identified in the Economic Development Implementation Plan.

- Prepare 2018-2019 City Profile, for information and City promotional purposes.

Status: The 2018-2019 City Profile was completed in July 2018.

- Prepare Retail Market Analysis to confirm viability of retail in Downtown in connection with project entitlements

Status: Complete

- Install security cameras and implement the parking facilities asset management plan.

Status: Information Technology and Finance are overseeing the issuance of an RFP to install the cameras due to the technical nature of the subject matter. The RFP will be released in early February and a contractor selected in late April or early May 2019.

- Produce two business/educational workshops in collaboration with the Chamber of Commerce and Los Angeles Economic Development Corporation (LAEDC) to assist with business resiliency and vitality.

Status: Educational workshop(s) proposed Summer 2019. Speakers/resources relative to disaster recovery/resilience, marketing/brand strategy and small business assistance/expansion resources are being explored.

- Pursue LAEDC Business Friendly City Award and other grants/awards.

Status: A 2018 award application for the LAEDC Business Friendly City Award was submitted.

- Implement Former RDA Projects (Construction draws, DDA terms and conditions, entitlement conditions, change orders and cost monitoring): Ivy Station, Culver Steps and



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

municipal parking garage, Culver Public Market,

Status: On-going

VIII. Downtown

- Complete Town Plaza Expansion maintenance agreement, draft outdoor vending guidelines and coordinate Parcel B project construction.

Status: City and Developer meetings to finalize maintenance agreement February/March 2019. Developer withdraws request for outdoor vending. Construction is underway and expected to be complete in Summer 2019.

- Complete Jazz Bakery DDA negotiations and proceed with project entitlements.

Status: Jazz Bakery is unable to proceed. Discussed alternatives with the Economic Development Subcommittee for recommendation to City Council. Strategic Plan Goal to Ensure Long-term Financial Stability – Explore opportunities for Public/Private Partnerships.

- Execute lease with The Actors' Gang for use of the Ivy Substation and implement capital improvement projects per asset management plan.

Status: The Actor's Gang lease was executed in January 2019. Strategic Plan Goal to Ensure Long-term Financial Stability – Explore opportunities for Public/Private Partnerships.

- Pursue a concession operator for Media Park and install infrastructure improvements.

Status: The Economic Development Subcommittee directed staff to provide a status update and present programming opportunities to the City Council prior to installing electrical infrastructure. Strategic Plan Goal to Ensure Long-term Financial Stability – Explore opportunities for Public/Private Partnerships.

- Complete CIP Ivy Substation Improvements.

Status: Working with Walker Historic Consultant to implement improvement projects identified in the Building Assessment Report prepared by Walker.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

- Administer MOU with Downtown Business Association (DBA) for downtown maintenance.

Status: Downtown is inspected monthly to ensure it is being adequately maintained. Strategic Plan Goal to Ensure Long-term Financial Stability – Explore opportunities for Public/Private Partnerships.

- Administer Downtown Business Improvement District.

Status: Meetings occur monthly to discuss and resolve issues. Strategic Plan Goal to Ensure Long-term Financial Stability – Explore opportunities for Public/Private Partnerships.

IX. West Washington and Sepulveda Boulevards

- Replant/repair existing landscaped medians in Area Improvement Program (AIP) Phase III.

Status: Bids to perform the work were received in December, but rejected in January 2019 due to cost considerations and required plan clarifications. Project to be rebid in Spring 2019.

- Implement AIP Program Phase IV landscape improvements and explore construction of additional landscape median in AIP Program Phase V.

Status: Formation of an AIP Phase IV assessment District is underway. Community meetings scheduled February/March with formation proceedings anticipated Spring 2019. Phase IV A - Plans have been completed for medians between Beethoven Street and Alla Road. RFP pending formation of assessment district. Phase IV B – plans have been prepared for five medians between Alla Road and Glencoe Avenue. RFP to be issued February/March 2019 in conjunction with Public Works Department Costco Storm Water Project. Construction anticipated 2020

- Create and work with West Washington Blvd PBID to install street graphics/banners in West Washington AIPs.

Status: Banner installation anticipated Spring 2019.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

- Execute Washington/Centinela Market Hall Disposition and Development Agreement (DDA), relocate utilities, complete parking structure construction plans, implement project and coordinate construction.

Status: The DDA has been executed, outstanding documents pending close of escrow, utilities are being relocated, construction drawings have been reviewed and approved, and building permit issuance anticipated March 2019. Strategic Plan Goal to Ensure Long-term Financial Stability – Explore opportunities for Public/Private Partnerships.

- Identify and implement necessary landscape improvements *between Centinela and Boise Avenues.*

Status: Medians are being refurbished with drought tolerant replanting and water conserving irrigation. The work is anticipated to occur in April 2019.

X. Washington National Transit Oriented Development (TOD)

- Implement Washington National Streetscape Plan in coordination with development projects, mobility improvements and TOD Visioning.

Status: Economic Development and Cultural Affairs are collaborating to advance a public art piece that will be located at or near the Washington/national intersection. Crosswalks at the intersection will be repaved when construction in the area is complete.

- Fabricate/Install Metro way finding signs.

Status: Per the City Council, an environmental graphics consultant is being engaged to review and recommend naming conventions for improved clarity. Construction pending environmental graphics review.

XI. Fox Hills

- Prepare Reimagine Fox Hills Master Plan in cooperation with area businesses and residents for development of retail/restaurant focused “Main Street”, shared parking, land assembly and rebranding.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

Status: "Community conversations" were conducted with Fox Hills stakeholders to identify concerns and recommendations related to the area revitalization. The Urban Land Institute will convene a Technical Advisory Panel in March 2019 to study the Reimagine Fox Hills area. An RFP to prepare a Master Plan is anticipated to be released in May 2019. Strategic Plan Goal to Ensure Long-term Financial Stability – Explore opportunities for Public/Private Partnerships.

XII. Hayden Tract

- Identify Pop-Up retail/restaurant/amenity opportunities and necessary code amendments.

Status: Use of Temporary Use Permits will be explored to expand pop-up opportunities for retail, restaurants, galleries, and services. Potential program guidelines will be presented to the Economic Development Subcommittee for consideration. Strategic Plan Goal to Ensure Long-term Financial Stability – Explore opportunities for Public/Private Partnerships.

- Work with Hayden Tract Property Owners on area improvements.

Status: Stakeholders met in August 2019 to discuss the formation of a property based assessment district. Funding to hire a consultant is being sought during the mid-year budget process. Strategic Plan Goal to Ensure Long-term Financial Stability – Explore opportunities for Public/Private Partnerships.

XIII. Arts District

- Implement median landscape improvements and repainting of palm tree surrounds.

Status: The Arts District engaged contractors to clean/weed the medians and develop a replanting plan. Replanting is anticipated to occur in Spring 2019.

- Renew Arts District BID and assist with mixers, website development, Artwalk event, and future positioning of District.

Status: Meetings occur monthly to discuss and resolve issues. Strategic Plan Goal to Ensure Long-term Financial Stability – Explore opportunities for Public/Private Partnerships.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

- Arts District Visioning -

Status: A consultant will be selected in Spring 2019 to prepare a district wide vision intended to continue economic vitality. Strategic Plan Goal to Ensure Long-term Financial Stability – Explore opportunities for Public/Private Partnerships.

XIV. Economic Development Plan, Programs and Studies (On-going)

- Conduct Economic Development Cluster and stakeholder meetings (car dealerships, hotels, retail and technology).

Status: Cluster and stakeholder meetings were conducted in November 2019 in coordination with City economic development consultant, Strategic Economics, on Economic Development Implementation Plan). Strategic Plan Goal to Ensure Long-term Financial Stability – Explore opportunities for Public/Private Partnerships.

- Continue to implement fiber optic business plan.

Status: Laterals for projects at One Culver, 9909 Jefferson Boulevard, Culver Studios and 5800 Bristol Parkway and The Helms Bakery (consisting of three buildings) are in plan check. A marketing brochure was designed/developed to assist with continued business outreach and promotion. Strategic Plan Goal to Ensure Long-term Financial Stability – Explore opportunities for Public/Private Partnerships.

- Assist new and expanding businesses with business/construction permit assistance; provide information to facilitate successful business operations; provide new business locations for business attraction and expansion, offer permit requirement information / assistance and promote/provide/facilitate services offered by Los Angeles Economic Development Corporation (LAEDC).

Status: 125 Business Hotline calls and 11 Service Center emails were received, and 30 businesses were assisted since July 2018. Strategic Plan Goal to Ensure Long-term Financial Stability – Explore opportunities for Public/Private Partnerships.

- Conduct business visitations.

Status: Monthly business visitations (one business per month) conducted since July 2018 . Strategic Plan Goal to Ensure Long-term Financial Stability – Explore opportunities for Public/Private Partnerships.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

- Serve as event liaison for community events and administer agreements as required to include Asian World Film Festival, LA Film Festival, Exchange Club Car Show, Taste of the Nation and Affair of the Arts. Assist with other community events including Screenland 5K, CicLAvia and Special Events Grant Program.

Status: Event promotions occurred via the City's GovDelivery, website, social media, and mailings. Strategic Plan Goal to Ensure Long-term Financial Stability – Explore opportunities for Public/Private Partnerships.

- Update Interactive Development Map as required.

Status: Economic Development and Current Planning Divisions are collaborating on data collection and map preparation.

- Promote the City and businesses, and highlight new construction projects and other programming via social media platforms.

Status: Businesses featured in national and other major publications (LA Times, NY Times, Washington Post, Eater and maybe Curbed LA) were highlighted and information regarding new construction projects (i.e. groundbreaking for Culver Studios and the topping off ceremony for Culver Steps) were promoted via the City's social media platforms. The City's website is maintained/updated relative to Economic Development project's status.

- Conduct Successor Agency property management services.

Status: Successor Agency properties are inspected weekly.

- Facilitate business district formation, promotion and marketing efforts/programs.

Status: An assessment district in the Hayden Tract is currently being pursued. Strategic Plan Goal to Ensure Long-term Financial Stability – Explore opportunities for Public/Private Partnerships.

- Manage the City's parking resources.

Status: Parking operations are actively managed and issues addressed as they arise. Plans to expand the parking office are being reviewed and when approved, a contractor



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

will be hired to perform the work. Construction of the expanded parking office is anticipated to begin prior to June 2019.

- Administer CDBG program.

Status: The CDBG 2018 funding process is complete and construction of funded projects/programs is underway.

HOUSING DIVISION

XV. Administration

- Front Desk Customer Care.

Status: The Housing Division received approximately 135 customers since July 1, 2018. Housing receives an average of 60 telephone calls a day.

- Investigate short and long-term funding sources for the continuation of Housing Division administration, programs and projects.

Status: On October 22nd, 2018 the Council approved submission of a grant in the amount of \$390,000 under the 2018 Cities Homeless Plan Implementation Grant. The grant application was submitted on November 7th, 2018. The City was awarded \$280,000 for the grant.

- Community Conversation on Affordable Housing.

Status: Community engagement meetings were held on the evening of June 7th at City Hall and on Saturday, June 16th at the Culver City Senior Center to inform the updated Homeless Plan.

- Coordinate with the Finance Department the annual single audit

Status: Audit is scheduled to start on February 18th, 2019.

- File retention and destruction program

Status: The CDD Department will submit a combined contract for Council approval



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

Encompassing Administration, Building Safety, Current Planning, Economic Development, Enforcement Services, and Housing to Council by April 2019.

- Approval of updated homeless strategies through the Measure H Homeless Planning Grant Funds

Status: The Council approved the Plan to Prevent and Combat Homelessness on July year 2018-19 Work plans (Continued)9th, 2018

- Investigate and implement the strategies of the Los Angeles County Homeless Initiative include an Economic Empowerment Ordinance.

Status: Housing staff is gathering research on economic empowerment type programs across the US to inform the drafting of the ordinance.

- Investigate the drafting and enactment of an Inclusionary Housing Ordinance

Status: Staff is obtaining a cost estimate and scope of work for a nexus study for the level and percentage of affordability

- Study the establishment of an Enhanced Infrastructure Financing District (EIFD/SB628)

Status: Pending other affordable housing program implementation.

- Study the enactment of an Employer Affordable Tax Credit.

Status: Pending other affordable housing program implementation

- Study various approaches to enhance the creation of affordable housing units such as shipping container, micro-housing, and weather activated regional homeless shelter using permanent tents

Status: On September 11th, 2018 Council approved the release of three Affordable Housing Feasibility Studies Request for Proposals (RFP) in the areas of Temporary Seasonal Shelter, Motel Reuse and Manufactured and Modular Housing.

- Select non-profit housing entity to receive seed funds for a motel conversion for the creation of emergency housing for homeless children and their families (\$1,000,000 FY 2019/20)



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

Status: Pending selection of Motel Reuse RFP

- Seek Council approval to enact incentives for affordable housing such as waiving permits fees and the reduction of unit size

Status: Staff will present to Council early 2019

- Seek Council approval and implement the Mixed-Use Affordable Housing Program

Status: This was approved as part of the 2018/19 Budget.

- Study the Braddock/Lafayette site for future development

Status: This task is deferred pending implementation of other Affordable Housing Programs.

- Staff the Committee on Homelessness (CoH).

Status: A total of six meetings have been held since the beginning of the fiscal year.

- Work in collaboration with the CoH to coordinate the 2019 Homeless Count

Status: The 2019 Homeless Count took place on Wednesday, January 23rd, 2019. .

- Collaborate with the CoH to host an annual Landlord Fair to attract and retain property owners

Status: A roundtable discuss with key property owners is planned for March 2019.

- Staff the Landlord Tenant Mediation Board (LTMB)

Status: The body meets quarterly. LTMB established a Bylaws Update Subcommittee which is working with staff to create a polite program to expand their duties to include habitability issues.

- Coordinate all request for mediation through the LTMB.

Status: There were a 6 total mediation request and 3 mediation conducted since July 1, 2018.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

- Draft and adopt an ordinance requiring landlord to include lease addendum regarding the LTMB and mediation services

Status: On January 30th, 2019 the LTMB approved a draft ordinance. This ordinance is projected to be presented to Council by April 2019.

XVI. Low and Moderate Income Housing Asset Fund

- Oversee the construction of the Globe Project.

Status: For units 4044 and 4046 Globe, the units are 75% completed and escrows is projected to close January/February 2019. For the remaining eight homes, Habitat is anticipates to close escrow for 4050, 4052, 4056 and 4058, Habitat July 2019. The final four homes (4062-4064 and 4066-4068 Globe) will close escrow December 2019.

- Administration of the RAP Program serving 16 households

Status: There are currently 16 households remaining on the RAP program (this is down from 19 participant in FY 2017/18). These households are elderly and/or disabled. The program expends on average \$14,679 per month (\$176,148 annually).

- Administration of Upward Bound House Homeless Outreach Contract

Status: This program is monitored on a monthly basis - Since July 1st, 2018 the following have been served:

- Total # of Persons Served : 94
- Total # of Families Served: 34
- Total # of Children Served: 50
- Total # of Families placed in Permanent Housing:6
- Total # of Persons placed in Permanent Housing:17
- Total # of Children placed in Permanent Housing: 9
- Total # of Children served from CCUSD:7



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

- Homeless Outreach Services through contract service with the Saint Joseph Center (SJC)

Status: This program is monitored on a monthly basis, to date the following persons have been assisted:

- *Total # of individuals served: 49*
- *Total # of individuals linked to a Housing Program: 7*
- *Total # of individuals placed in permanent housing: 3*
- *Total # of Motel vouchers issued: 4*

- Affordable Housing Covenant Monitoring of all MAP, senior housing, mobile home park units, groups homes and all former Agency assisted units. This involves 417 units.

Status: Monitoring starts November 2018 and verification forms are due to the Housing Division for review in December 2018. Covenant monitoring to assure compliance is done monthly.

- Mortgage Assistance Program (MAP) Loan Monitoring

Status: There are currently 20 effective MAP covenants.

- Oversee Metropolitan Property Management contract for Jackson Avenue Apartments

Status: Monthly monitoring

- Rapid Re-Housing Program as part of the Los Angeles County Homeless Initiative

Status: Draft contract revisions prepared by City Attorney and City is awaiting County response.

- Neighborhood Preservation Program Rehabilitation grant program

Status: On-going pending review at 2019 Landlord Fair.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

- Homeless Prevention Program with vacancy loss, damage claims, move-in assistance/rent catch-up program

XVII. Section 8

- Administration of the Section 8 Program serving 210 households

Status: Re-certification of active Section 8 participants occur on a monthly basis. 215 new applicants reviewed from waiting list.

- Conduct required Housing Quality Standard (HQS) Inspection per US Department of Housing and Urban Development (HUD) and California Redevelopment Law (CRL) rules/regulations

Status: A total of 104 inspections were conducted for both the Section 8 and RAP programs including annual, special, emergency health safety inspections and SEMAP inspections

- Contract monitoring of Section 8 Family Self Sufficiency (FSS) Program serving 25-27 households

Status: 16 participants enrolled in the program with 1 graduations since July 2018.

- Apply for the HUD FSS Coordinator Grant

Status: An application was submitted on November 7th, 2018 in the amount of \$72,000 and award announcements are pending.

- Prepare and Submit for HUD approval the Section 8 Annual Year Plan

Status: Document due in April 2018

- Conduct SEMAP review and submit to HA and HUD for approval

Status: The SEMAP was submitted to the Housing Authority Board for approval on August 27th, 2018. The CCHA received a ranking of High by the US Department of Housing and Urban Development.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

ENFORCEMENT SERVICES DIVISION

- Ongoing Enforcement – Continue ongoing citywide enforcement services. Respond to complaints and violations observed. Requests for Service: Year 2017 – 793; Year 2018 - 1011.

Status: Ongoing – 926 Requests were closed in 2018

- Polystyrene Ban – Assist Public Works Department with enforcement of newly adopted Polystyrene Ban by working with the Environmental Inspector.

Status: Ongoing – Public Works Department hired an Environmental Compliance Inspector to be the initial contact. Enforcement Services assists when needed.

- Leaf Blower Regulations – Continue permitting process for gardeners who use leaf blowers. Implement increased enforcement for users not adhering to city standards. Begin educational processes to inform permit holders of changes to take effect in 2022.

Status: Ongoing. 139 Leaf Blower permits issued in 2018. Notification has been provided by letter, as well as notification with Business Tax Certificate.

- Short Term Rentals – Assist with establishing regulations for Short Term Rentals. Establish enforcement procedures dependent upon Ordinance adoption. Research and hire a company to track Short Term Rentals on Platforms, such as AirBnb, for enforcement assistance.

Status: Ongoing. City Council draft Ordinance review February 2019.

- Accessory Dwelling Units (ADUs) – Work with Current Planning and Building Safety Divisions on enforcement and implementation of state law and Zoning Code amendments related to ADUs/garage conversions.

Status: New ordinance enacted. Enforcement Services responded to 51 requests related to possible unpermitted construction of ADUs.

- Cannabis Regulations – Assist with implementing a permit process and inspections for Cannabis retail and manufacturing/distribution businesses. Established inspection and enforcement process.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

Status: Ongoing. Regulations in place. Reviewed all applications for Cannabis businesses.

- Smoking Ban in Multi-Unit Housing – Continue inspections of multi-unit housing for “No Smoking” implementation.

Status: Ongoing. Requests down in 2018 with only 5 received as Ordinance continues to be implemented.

- Urban Runoff Stormwater regulations – Assist Public Works with enforcement of enhanced Urban Runoff Stormwater Regulations by working with the Environmental Inspector.

Status: Ongoing. Coordinate with PW Environmental Inspector on Enforcement.

- Parkway Landscaping – Provide enforcement assistance to Public Works Department as necessary for Parkway landscaping standards.

Status: Ongoing.

- Outdoor Dining – Provide enforcement assistance, as necessary, for Public Works Department with Outdoor Dining standards.

Status: Ongoing.

- Homeless Encampments – Continue working in collaboration with the Housing Division, St. Joseph’s Center, Police Department, Public Works Department, and Park and Recreation Department to facilitate clean-up of homeless encampments on public property.

Status: Responded to 45 Requests which resulted in 11 encampment clean-ups in 2018.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

- California Health and Safety Code – State Code requires local jurisdictions enforce violations of the State Health and Safety Code and includes such environmental concerns as mold inspections, hoarding, rodent and insect infestations.

Status: Part of Property Maintenance Enforcement efforts.

- Los Angeles County Health Services Contract – Work with LA County, City Attorney and Finance on a new contract for Health Services.

Status: Ongoing. Coordinated with L.A. County and other City staff.

- Amnesty Program – Continue to oversee the enforcement and case review of the Amnesty Program.

Status: Ongoing. Currently 187 properties with Amnesty.

ADVANCE PLANNING DIVISION

XVIII. General Plan Update (GPU)

- Complete the RFP process for GPU services and select consulting firm(s).

Status: Completed. Consultant proposals were received on June 21, 2018, short listed for interviews on October 18, 2019, and Council conducted interviews on January 24, 2019. Contract negotiations with the selected team, Raimi + Associates, are currently underway.

- Collect and analyze socioeconomic and demographic data to support equitable engagement. 2016-2020 Strategic Plan Reference: Goal 1 – Increase Civic Engagement

Status: Ongoing. Collected and analyzed socioeconomic and demographic data for GPU RFP to understand and assess existing community needs and proposed engagement strategies.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

- Work with the CivicSpark Water Fellows and Ballona Creek Task Force on the Ballona Creek Revitalization Project, to incorporate in the GPU. 2016-2020 Strategic Plan Reference: Goal 2 – Enhance the Restoration and Utilization of Ballona Creek.

Status: Pursue City Council Subcommittee and City Council approval on an Action Plan to implement revitalization of the creek including short-, mid-, and long-term improvements and associated funding, permitting, technical reviews, and multi-agency coordination. This item will be included as a funding request in the FY 2019-2020 budget and could be formally bid in July 2019.

- Seek grant funding opportunities to support the GPU. 2016-2020 Strategic Plan Reference: Goal 5 – Identify New Revenue Sources to Maintain Financial Stability

Status: Ongoing. Staff continues to evaluate opportunities to apply for grant funding for the GPU project/process. Grants that were evaluated and found to be ineligible for the GPU to date include Caltrans' Sustainable Planning Grant Program, SCAG's Sustainable Communities Program, and CDP's Matchmaker Program.

- Complete and implement early engagement strategy/prelude plan. 2016-2020 Strategic Plan Reference: Goal 1 – Increase Civic Engagement

Status: Four public engagement events were held during the Prelude Plan in 2018. The final planned event 'Getting there from here' intended to cover all things General Planning will be folded into the final GPU consultant scope of services.

- Incorporate City Council Strategic Plan Goals One and Six into the public engagement program and the Governance Element. 2016-2020 Strategic Plan Reference: Goal 1 – Increase Civic Engagement and Goal 6 – Enhance Culver City's Reputation as a City of Kindness

Status: These strategic priorities have been excluded from the 2016-2020 Strategic Plan.

- Incorporate City Council Strategic Plan Goals Two and Three into the Mobility and Recreation Elements. 2016-2020 Strategic Plan Reference: Goal 2 – Enhance the Restoration and Utilization of Ballona Creek and Goal 3 – Improve Transportation Circulation and Reduce Traffic Congestion

Status: These strategic priorities, which are carried forward with some modifications in the 2018-2023 Strategic Plan, will be addressed during drafting of the General Plan in 2020.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

- Incorporate City Council Strategic Plan Goals Four and Five into the Economics Element. *2016-2020 Strategic Plan Reference: Goal 4 – Promote Workforce Diversity and Development and Goal 5 – Identify New Revenue Sources to Maintain Financial Stability*

Status: These strategic priorities, which are carried forward with some modifications in the 2018-2023 Strategic Plan, will be addressed during drafting of the General Plan in 2020.

- Support Public Works Department in the preparation of a citywide Energy-Focused Greenhouse Gas Inventory that will inform the Climate Change Element.

Status: In progress. The project is underway with Public Works staff to inform the discussion on how the deliverable will be folded in the GPU project.

- Ensure the results from the TOD Visioning Study, Reimagine Fox Hills, Mansionization Study, Hillside Study, Transform Inglewood Oil Field Specific Plan, Community Culture Plan, Bicycle and Pedestrian Action Plan, La Ballona Safe Routes to Schools, and any other pertinent projects and/or plans are folded into the GPU or incorporated by reference and checked for consistency. *2016-2020 Strategic Plan Reference: Goal 1 – Increase Civic Engagement*

Status: The GPU consultant team will be provided all planning, study, regulatory, and relevant documents to check for consistency and fold into the GPU.

- Support Current Planning Division with potential Zoning and Municipal Code amendments to address mobility and livability. *2016-2020 Strategic Plan Reference: Goal 3 – Improve Transportation Circulation and Reduce Traffic Congestion*

Status: The Current Planning Division is leading code amendment efforts and will continue to do so during the GPU process with assistance by the Advance Planning Division.

- Coordinate implementation of SB 375 programming to guide policies on land use, housing, transportation, compact development, and reduced greenhouse gas emissions in the GPU. *2016-2020 Strategic Plan Reference: Goal 3 – Improve Transportation Circulation and Reduce Traffic Congestion*

Status: Policies and programs to implement SB 375 requirements will be addressed during drafting of the General Plan in 2020.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

XIX. Travel Demand Forecast Model (TDFM)

- Work with the Public Works and Transportation Departments on citywide traffic and mobility issues, complete RFP process for TDFM services and select consulting firm. *2016-2020 Strategic Plan Reference: Goal 3 – Improve Transportation Circulation and Reduce Traffic Congestion*

Status: Completed. Transportation consultant Fehr & Peers is under contract to provide TDFM services and is expected to deliver the model in Winter 2019/2020. Advance Planning is collaborating with Public Works and Transportation to help Fehr & Peers build the model to the City's specification and fine-tune and implement the model once complete.

- Incorporate City Council Strategic Plan Goal Two into mobility programming. *2016-2020 Strategic Plan Reference: Goal 3 – Improve Transportation Circulation and Reduce Traffic Congestion*

Status: Support the City's mobility programming strategies including managing the TDFM project, hosting speakers during the Prelude series events to discuss current mobility topics, taking part in the Arts District Art Walk and Roll Festival, and collaborating with Public Works and Transportation staff on programs when requested.

CURRENT PLANNING DIVISION

- Provide general information and assistance to the public; conduct property reports; prepare zoning confirmation letters, review applications for licenses and permits; conduct plan checks; and manage discretionary permits.

Status: Complete. As of Feb. 7, 2019 - Assisted 2,670 members of the public at the Current Planning Counter. Conducted 219 property reports. Prepared 12 zoning confirmation letters. Processed 246 applications for licenses and permits. Conducted 305 plan checks. Managed 36 discretionary permits and 165 administrative applications (ADUs, covenants, address requests, sing permits).

- Review proposed development projects and their environmental documents, proposed in adjacent jurisdictions for potential impacts to Culver City.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

Status: Ongoing, in collaboration with Culver City Traffic Engineering Division, Current Planning staff review Notices of Intent, project descriptions, and project impacts of proposed projects in/around Los Angeles metropolitan area immediately adjacent to Culver City.

- Participate in regional/sub regional planning efforts such as coordination with Southern California Association of Government activities and the Westside Cities group.

Status: Ongoing, staff level participation in Southern California Association of Government Scenario Outreach training and input for RTP/SCS scenario development process, and RHNA projections.

- Implementation and discretionary case processing associated with the Washington/National Transit Area development projects. *Strategic Plan Reference: Goal – Transportation Circulation and Reduce Traffic Congestion*

Status: Ongoing, completed expanded TOD District boundaries in January 2018.

- Assist other City Departments in preparation of Environmental Review documents.

Status: Ongoing, regularly assist and provide guidance to Public Works preparation and filing of environmental documentation and determinations related to capital improvement projects.

- Process Zoning Code text amendments related to the City's updated Affordable Housing Program.

Status: Ongoing, Housing Division has awarded contracts for study and development of potential zoning text amendment(s).

- Initiate staff annual training and professional development in CEQA, Subdivision Map Act, Urban Design, and Land Use and Zoning Law.

Status: Ongoing, staff attended annual California State American Planning Association conference, SCAG trainings, and conferences hosted by UCLA Luskin Center.

- Provide Advanced Planning Updates to Planning Commission.

Status: Ongoing. General Plan Update to be provided fourth quarter FY 2018/2019.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2018-19 WORK PLANS (CONTINUED)

- Prepare planning status reports within the Accela permitting software.

Status: Ongoing. Coordinated with Culver City IT Dept. to develop Accela reports to evaluate Current Planning related plan check processing, and entitlement processing.

- Coordinate joint City Council and Planning Commission meetings to discuss development issues.

Status: Ongoing.

- Coordinate Planning staff meeting with Culver City design professionals.

Status: Ongoing.

- Coordinate Planning Commission "look back" site visits of previously entitled and built projects.

Status: Ongoing. Tentatively scheduled for Spring 2019.

- Provide annual report to Planning Commission on development activity.

Status: Ongoing. Active projects status reports provided every 3 – 4 months.

- Amend the Parkland Fee Ordinance.

Status: Ongoing, RFP to be issued 4th Quarter of FY 2018-2019

- Collaborate on Permit Center implementation with Building Safety Division and Engineering and Fire Departments.

Status: Ongoing. Draft Standard Operating Procedures completed, pending initiation of Permit Technician II rotation/training.

- Town Plaza and Town Plaza Expansion – Draft outdoor vending guidelines.

Status: Ongoing.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

Zoning and General Plan Amendments & Special Studies

Parking Amendments & Studies	Code Section	Quarter	Completed	Carried Over
1. ADU State Law Consistency	17.400.098	4th Quarter 17/18	X	
2. Bicycle Parking	17.320.045	1st Quarter 18/19	X	
3. Electric Vehicle Parking Standards		2nd Quarter 18/19	X	
4. Affordable Housing Parking Code Study		2nd Quarter 18/19		X
5. Website Update		2nd Quarter 18/19	X	
6. Compact Parking		3rd Quarter 18/19	X	

Signs- Commercial Area Improvements:		Quarter	Completed	Carried Over
	17.330.025.N & 17.330.020.b Table 305	2nd Quarter 18/19		X
1. Window Signs				
2. Non-conforming Signs	17.330.045.A 1 conflicts with (a) and C1 17.330.025.K	2nd Quarter 18/19		X
3. Temporary Banners	Table 3-6A	2nd Quarter 18/19		X

Definitions of Planning and Zoning Terms & Special Studies		Quarter	
1. Short Term Rentals		4th Quarter 17/18	Scheduled
2. Non-conforming Provisions	17.700.005	3rd Quarter 17/18	X
3. Lofts / Mezzanines	17.700.005	4th Quarter 17/18	X
4. Update Mobility Conditions		1st Quarter 18/19	X
5. Identify other Multi-Family Design Guideline Areas		1st Quarter 18/19	X
6. Multifamily Design Guidelines	Clarksdale	2nd Quarter 18/19	Scheduled
7. Multifamily Design Guidelines	DNA	2nd Quarter 18/19	Scheduled
8. Hillside Development Standards (Culver Crest)		2nd Quarter 18/19	X
	R-1 Development Standards		Scheduled
9. Mansionization Study		4th Quarter 18/19	

Outdoor Dining		Quarter	Completed	Carried Over
	17.230.015 Table 2-8	4th Quarter 17/18		X
1. Outdoor Dining in Industrial Zones				
2. Outdoor Dining Smoking Areas	17.400.070	4th Quarter 17/18		X



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

Residential / Commercial / Industrial Development Standards	Quarter	Completed	Carried Over
17.210.020			X
1. Minimum Lot Area for R-2, - Codify Table2-3	3rd Quarter 18/19		
2. Exception to Building Height 17.300.025	3rd Quarter 18/19	X	
17.210.020			X
3. Distance between Structures on a Lot Table 2-3	3rd Quarter 18/19		
4. Retail Smoking Establishment 17.220.015	3rd Quarter 18/19		X

BUILDING DIVISION

The Division will continue to plan check, inspections, dissemination of code information and building code enforcement activities. Monitor active plan checks, conduct inspection schedules, assist the Current Planning, Enforcement Services, Economic Development and Housing Divisions and coordinate major new construction projects on an interdepartmental basis.

- Implementation of the Accela permitting software

Status: On-going

- Develop Accela Project Reporting Module

Status: Completed, Monthly inspection reports commence March 2019

- Implement Accela on-line permitting

Status: On-going in collaboration with IT Department. On line permit types identified with Building and Planning Division. Implementation 2019.

- Complete and Issue RFP Soft Story Citywide Property Survey

Status: RFP issued and Study to be completed in 2019.

- Implement computer kiosk for improved customer services in Permit Center

Status: On-going in collaboration with IT Department. Implementation 2019

- Research and prepare draft "Reach" Building Code Amendment to establish more energy efficient City Building standards

Status: On-going. Draft standards to be prepared 2019 for Council consideration.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

The Community Development Department guides the development of the City and is comprised of seven divisions which include Administration, Building Safety, Current Planning, Economic Development, Enforcement Services, Housing, and Advance Planning. Each Division plays a separate but mutually supporting role in community building to carry out the mission of the department.

FISCAL YEAR 2019-20 WORK PLANS

ADMINISTRATION DIVISION

I. Matrix Study Development Process Review

- On-going implementation of Development Services “Permit Center”.
- On-going implementation of Development Services Standard Operating Procedures (SOP) with Community Development, Fire and Public Works Departments.
- On-going implementation of Permit Tech II work rotation schedules with all Development Services Departments.
- Prepare new Permit Center operations refinements with Public Works and Fire Departments
- Complete Permit Center signage improvements with Public Works and Fire Departments

II. Strategic Plan 2018-2023, Goal 2 – Enhance Mobility and Transportation

- Draft mobility fee for new project entitlements working with Public Works and Transportation Departments as Part of VMT Traffic Model and General Plan Update.
- Collaborate with Public Works and Transportation Departments on new draft TDM Ordinance
- Draft new parking and mobility conditions for project entitlements
- Prepare parking and mobility related Zoning Code amendments to advance mobility measures.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2019-20 WORK PLANS (CONTINUED)

III. Strategic Plan 2018-2023, Goal 3 – Revitalize Ballona Creek

- Development of a Ballona Creek Revitalization Action Plan with public engagement, use of CivicSpark Fellowship program, and other projects such as Creek events, education, wayfinding, art. Economic Development Division efforts include business outreach and engagement with a Ballona Creek fronting businesses.

IV. Strategic Plan 2018-2023, Goal 4 – Enhance Housing and Homeless Services

- Implement approved 2018 Affordable Housing Programs Homeless Services

V. Strategic Plan 2018-2023, Goal 5 – Transform Inglewood Oil Field

- Commence study of Inglewood Oil Fields as part of GPU Land Use Element.
- Retain a consultant to prepare a Preliminary Ballona Creek Action Plan in coordination with the City's General Plan Update.
- Work with Public Works and City Attorney to explore legal, political/jurisdictional, and financial implications to obtain right of way, access and address use issues.
- Research with Public Works and City Attorney the improvement to the Ballona Creek right-of-way.
- Adopt the recommendations of the Plan as part of the General Plan Update Mobility Element.
- Identify and determine the feasibility of potential Ballona Creek recreational improvements with Parks, Recreation and Community Services department and include Ballona Creek recreation improvements in the Culver City Recreational Master Plan (including lighting, landscaping, cost estimate, and watershed management).
- Include a Recreation Element in the General Plan Update and incorporate Ballona Creek improvements identified in the PRCS Recreational Master Plan.

VI. Administration

- Manage seven (7) Divisions of Community Development.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2019-20 WORK PLANS (CONTINUED)

- Administer interdivision coordination, budgeting, reorganized operations in Building and Planning, agenda processing, staff report review and drafting new Division policies.
- Coordinate city-wide mobility measures with Public Works and Transportation Departments.
- Prepare draft "Reach" Building Code Amendment to establish more energy efficient City Building standards.
- Manage on-going recruitments for Building Official, Senior Building Inspector/Permit Center Supervisor and Plan Check Engineer.
- Continue research and application for grant funding related to Community Development Department programs and projects. Public Works project: sidewalk uplift and curb ramp repair. Parks, Recreation & Community Service: partial funding of Disability Services Specialist staff position at Senior Center. Civic Spark, and Metro Wayfinding.
- Complete Record retention implementation for all Department divisions.
- Continue Administration of Planner contracts: Apple/Bristol Parkway.
- Continue coordination of plan check and construction: Apple / Culver Steps / Entrada / Ivy Station / Market Hall / Nantworks.

ECONOMIC DEVELOPMENT DIVISION

VII. Economic Development Subcommittee

- Explore joint Economic Development and Enforcement Service Division programs with the Economic Development Subcommittee to address derelict commercial properties which adversely affects the City's economic development efforts.
- Implement programs identified in the Economic Development Implementation Plan to be completed May 2019.



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2019-20 WORK PLANS (CONTINUED)

HOUSING DIVISION

VIII. New Program:

- Prepare and implement new Council approved Housing programs. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Review findings and investigate implementation strategies for Emergency Shelter site(s) and present implementation program to City Council. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Review findings and investigate implementation strategies for modular housing project(s) and present to City Council. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Review findings from feasibility study for a motel conversion(s), examine implementation options for emergency shelter and present implementation program to City Council. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Research State legislation related to prohibition of Section 8 discrimination and investigate the enactment of an ordinance prohibiting the discrimination against Section 8 Program Participants. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Investigate and apply for Building Homes and Jobs Act (SB2) funding. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Investigate Affordable Housing Accessory Dwelling Unit (ADU) Incentives and Amnesty Program. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Investigate an emergency housing "voucher" program through a partnership with Airbnb. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Continue to implement the Senior/Disabled Persons Mobile Home Replacement Program. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Investigate with Council Housing and Homeless Subcommittee new Housing Programs



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2019-20 WORK PLANS (CONTINUED)

- (Affordable Housing Accessory Dwelling Units (ADU), land banking program, homeless senior roommate matching program, and Short-term rental ADU). *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Investigate with Council Housing and Homeless Subcommittee waived business license fees and fire inspection fees as additional property owner incentives. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Continue Investigation of short and long-term funding sources for the continuation of Housing Division administration, programs and projects. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
 - Coordinate annual single audit with the Finance Department.
 - Continue a file retention and destruction program.
 - Staff the Committee on Homelessness (COH). *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
 - Work in collaboration with the COH to coordinate the 2020 Homeless Count. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
 - Staff the Landlord Tenant Mediation Board (LTMB). *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
 - Coordinate all request for mediation through the LTMB. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
 - Oversee the implementation of the ordinance requiring landlord to include lease addendum regarding the LTMB and mediation services. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*

IX. Low and Moderate Income Housing Asset Fund

- Oversee the construction of the Globe Project. Facilitate the early sales of 8 units. Project completion anticipated December 2019. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*



COMMUNITY DEVELOPMENT

RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2019-20 WORK PLANS (CONTINUED)

- Administration of the RAP Program serving 16 households. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Administration of the Upward Bound House Homeless Outreach and Case Management Contract - *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Administration of Homeless Outreach Services through contract service with the Saint Joseph Center (SJC). *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Per CRL regulation administration of affordable Housing Covenant Monitoring of all MAP, senior housing, mobile home park units, groups homes and all former Agency assisted units. This involves 620 units. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Administration Mortgage Assistance Program (MAP) Loan Monitoring (\$2,000). *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Oversee Metropolitan Property Management contract for Jackson Avenue Apartments. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Administration of Rapid Re-Housing Program as part of the Los Angeles County Homeless Initiative. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services.*
- Administration of Homeless and Section 8, Neighbor Preservation Program Rehabilitation grant program. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Administration of the Vacancy Loss and Damage Claim Program. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Neighbor Preservation Program for life safety repairs. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Homeless Prevention with move-in assistance/rent catch-up program. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Oversee the implementation of the Updated Plan to Prevent and Combat Homelessness. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*



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RESP. MGR.: SOL BLUMENFELD

FISCAL YEAR 2019-20 WORK PLANS (CONTINUED)

- Investigate and implement the strategies of the Los Angeles County Homeless Initiative include an Economic Empowerment Ordinance. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Investigate the Braddock/La Fayette site for new housing production. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Investigate Council approval to conduct a Nexus Study related to a Linkage Fee to fund affordable housing. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Finalize and implement Inclusionary Housing Ordinance. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*

X. Section 8

- Administration of the Section 8 Program serving 210 households. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Conduct required Housing Quality Standard (HQS) Inspection per US Department of Housing and Urban Development (HUD) and California Redevelopment Law (CRL) rules/regulations. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
 - Administration of the contract monitoring of Section 8 Family Self Sufficiency (FSS) Program serving 25-27 households
 - Apply for the HUD FSS Coordinator Grant
- Prepare and Submit for HUD approval the Section 8 Annual Year Plan. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services*
- Conduct SEMAP review and submit to HA and HUD for approval. *Strategic Plan 2018-2023, Goal 4, Enhance Housing and Homeless Services.*



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FISCAL YEAR 2019-20 WORK PLANS (CONTINUED)

Enforcement Services Division

- Ongoing Enforcement – Continue ongoing citywide enforcement services. Respond to complaints and violations observed. Requests for Service: *Year 2017 – 793; Year 2018 - 1011.*
- Proactive Enforcement Actions – Coordinate with Economic Development Division to address derelict commercial properties throughout the City.
- Leaf Blower Regulations – Continue permitting process for gardeners who use leaf blowers. Continue enforcement for users not adhering to city standards. Continue educational processes to inform permit holders of changes to take effect in 2022.
- Short Term Rentals – Continue to assist with establishing regulations for Short Term Rentals. Establish enforcement procedures related to new Ordinance. Research and hire a company to track Short Term Rentals on Platforms, such as AirBnb, for enforcement assistance.
- Cannabis Regulations – Continue assisting with permitting process and inspections for Cannabis businesses. Enforcement as needed.
- Massage Establishments – Continue to work with other City Departments for inspection and enforcement of permit requirements for massage establishments.
- Homeless Encampments – Continue working in collaboration with the Housing Division, St. Joseph's Center, Police Department, Public Works, and Park and Recreation Departments to facilitate cleanup of homeless encampments on public property.
- Amnesty Program – Continue to oversee the enforcement and case review of the Amnesty Program.
- Street Vendors – Assist with establishing time, manner, and placement regulations for Street Vendors. Update Enforcement practices to adhere to new state laws.



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FISCAL YEAR 2019-20 WORK PLANS (CONTINUED)

ADVANCE PLANNING DIVISION

XI. Ballona Creek Revitalization (BCR)

- Continue work on the BCR project with the CivicSpark Water Fellows and Ballona Creek Task Force, the results of which will be folded into the GPU or incorporated by reference and checked for consistency. *Strategic Plan 2018-2023, Goal 3, Revitalization of Ballona Creek*

XII. General Plan Update (GPU)

- Continue working on the GPU project, incorporating City Council 2018-2023 Strategic Plan priorities, including: community engagement and citywide visioning, discovery and existing conditions reports, land use and transportation alternatives, draft policy frameworks, technical analysis, plan preparation, and draft environmental impact report. *Strategic Plan 2018-2023, Goals 1, 2, 3, 4, 5, Ensure Long-Term Financial Stability; Enhance Mobility and Transportation; Revitalize Ballona Creek; Enhance Housing and Homeless Services; Transform Inglewood Oil Field; and Sustainability*
- Continue collaborating on the Community Conversations project with the Economic Development Division and the City Manager's Office. *Strategic Plan 2018-2023 Fulfills commitment to civic/community engagement for all aspects of the GPU implementation*
- Commence a citywide speaker series, based on the successful GPU Prelude Speaker Series, to create and inform dialogue around topics affecting the city. *Strategic Plan 2019-2023 Fulfills commitment to civic/community engagement for the GPU*

GPU 2018-2023 Strategic Plan Goals	Required GPU Elements							Optional GPU Elements/Topics										
	Land use	Mobility	Housing	Open Space	Conservation	Noise	Safety	Parks/Recreation	Public realm/design	Economy	Sustainability/climate	EJ/health/equity	Cultural planning	Infrastructure	Ballona Creek	Tech/smart city	Governance	Implementation
Ensure Long-Term Financial Stability	X	X	X			X		X	X	X	X	X		X		X	X	X
Enhance Mobility and Transportation	X	X				X	X	X	X	X	X	X		X	X	X		X
Revitalize Ballona Creek	X	X		X	X		X	X	X	X	X	X	X	X	X			X
Enhance Housing and Homeless Services	X	X	X				X				X	X					X	X



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GPU 2018-2023 Strategic Plan Goals	Required GPU Elements							Optional GPU Elements/Topics										
	Land use	Mobility	Housing	Open Space	Conservation	Noise	Safety	Parks/Recreation	Public realm/design	Economy	Sustainability/climate	EJ/health/equity	Cultural planning	Infrastructure	Ballona Creek	Tech/smart city	Governance	Implementation
Transform Inglewood Oil Field	X			X	X		X		X		X	X						X

- Continue collecting and analyzing socioeconomic and demographic data to support equitable engagement and establish evidence-based policy frameworks for the GPU. *Strategic Plan 2018-2023, Fulfills commitment to civic/community engagement for all aspects of the plan's implementation*
- Continue seeking grant funding and partnership opportunities for the GPU and/or process. *Strategic Plan 2018-2023 Goal 1, Ensure Long-Term Financial Stability*
- Continue supporting Public Works Department in the preparation of a citywide Energy-Focused Greenhouse Gas Inventory that will inform the Climate Change Element. *Strategic Plan 2018-2023, Sustainability*
- Incorporate, or incorporate by reference, prior studies into the GPU (TOD Visioning Study, Reimagine Fox Hills, Mansionization Study, Hillside Study, Inglewood Oil Field Specific Plan, Community Culture Plan, Bicycle and Pedestrian Action Plan, La Ballona Safe Routes to Schools, and any other pertinent projects and/or plans) and check for consistency. *Strategic Plan 2018-2023, Goals 1, 2, 3, 4, 5, Ensure Long-Term Financial Stability; Enhance Mobility and Transportation; Revitalize Ballona Creek; Enhance Housing and Homeless Services; Transform Inglewood Oil Field; and Sustainability*
- Ensure GPU policies on land use, housing, transportation, compact development, and reduced greenhouse gas emissions comply with SB 375 requirements. *Strategic Plan 2018-2023 Goals 2 and 4, Enhance Mobility and Transportation; Enhance Housing and Homeless Services; and Sustainability*

XIII. Travel Demand Forecast Model (TDFM)

- Continue working on the TDFM project with the Public Works and Transportation Departments, including: model development, revised traffic study guidelines, transportation review fee, project-level VMT calculator, VMT impact fees nexus study,



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FISCAL YEAR 2019-20 WORK PLANS (CONTINUED)

- and mobility impact fee program. *Strategic Plan 2018-2023 Goals 1 and 2, Enhance Mobility and Transportation and Ensure Long-Term Financial Stability*
- *2018-2023, Fulfills commitment to civic/community engagement for all aspects of the plan's implementation*
- Continue collaborating in the City's Governmental Alliance on Race Equity cohort. *Strategic Plan 2018-2023 Goals 2 and 4, Fulfills commitment to civic/community engagement for all aspects of the plan's implementation; Enhance Mobility and Transportation; and Enhance Housing and Homeless Services*
- Report the City's environmental data and policy progress to the Carbon Disclosure Project's (CDP) online disclosure reporting platform annually in collaboration with the Finance; Parks, Recreation, and Community Services; Public Works; and Transportation Departments as recommended by staff and approved by Department Directors. This allows the City to quantify progress toward reaching environmental goals, showcase results, benchmark against other agencies to identify strengths and opportunities, and be eligible to take part in CDP's funding programs. *Strategic Plan 2018-2023 Goals 1, 2, and 5, Enhance Mobility and Transportation; Ensure Long-Term Financial Stability; Transform Inglewood Oil Field; and Sustainability*
- Prepare annual Sustainability Report with the Public Works and Transportation Departments. *Strategic Plan 2018-2023, Fulfills commitment to civic/community engagement for all aspects of the plan's implementation and Sustainability*

CURRENT PLANNING DIVISION

- Provide general information and assistance to the public; conduct property reports; prepare zoning confirmation letters, review applications for licenses and permits; conduct plan checks; and manage discretionary permits.
- Review proposed development projects and related environmental documents in adjacent jurisdictions for potential impacts to Culver City.
- Participate in regional/sub regional planning efforts such as coordination with Southern California Association of Government activities and the Westside Cities group.



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FISCAL YEAR 2019-20 WORK PLANS (CONTINUED)

- Implementation and discretionary case processing associated with the Washington/National Transit Area development projects. *Strategic Plan Reference: Goal 2 – Enhance Mobility/Transportation*
 1. 3727 Robertson Bl., 4-story mixed use project
 2. 3710 Robertson Bl., Robertson Landing - TOD Mixed use project
 3. 8740 Washington Bl., The Wesley - TOD Mixed use project
- Assist other City Departments in preparation of environmental review documents.
- Process Zoning Code text amendments related to the City's updated Affordable Housing Program. *Strategic Plan Reference: Goal 4 – Housing and Homelessness*
- Initiate staff annual training and professional development in CEQA, Subdivision Map Act, Urban Design, and Land Use and Zoning Law.
- Provide regular General Plan Update status reports to Planning Commission.
- Enhance case management reporting of Accela permitting software.
- Coordinate joint City Council and Planning Commission meetings to discuss land use and development issues.
- Coordinate Current Planning staff meeting with Culver City design professionals.
- Coordinate Planning Commission site visits of previously entitled and built projects.
- Provide annual report to Planning Commission on development activity.
- Complete the Parkland Fee Ordinance update.
- Collaborate on Permit Center implementation with Building Safety, Engineering and Fire Departments.
- Develop Jefferson Corridor Mobility Improvements. *Strategic Plan Reference: Goal 2 – Enhance Mobility/Transportation, and Goal 1 – Revitalization of Ballona Creek*
- Case management for current projects:



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PROJECT ADDRESS	DESCRIPTION
3826 Girard Ave.	4 unit condominium project
3846 Bentley Avenue	4 unit condominium project
3906 Tilden Avenue	5 unit condominium project
4404 Madison Ave.	4 unit condominium project
4225 La Salle Ave.	2 unit condominium project
4041 Sawetelle Blvd.	4 unit condominium project
4030 La Salle Ave.	4 unit condominium project
12464 Washington Place	3 unit condominium project
4116 Higuera St.	2 unit Tentative Parcel Map
4055 Jackson Ave	9 unit condominium project
4044 Madison Ave	3 unit Tentative Parcel Map
11620 Washington Blvd.	Assisted Living Addition - Vista del Sol, new 5 story/72 bed assisted living facility expansion
11141 Washington Blvd.	Assisted Living Facility - New 157 Room
3900 Sepulveda Blvd.	New Hotel, 156 rooms
11469 Jefferson Blvd	New Hotel, 150+ rooms
8740 Washington Blvd.	Mixed-use - The Wesley, 237 dwelling units, 47,640 sq. ft. of commercial floor area.
12727 Washington Blvd.	Mixed-use – 117 dwelling units, and ground floor retail (82 units Culver City, 35 units Los Angeles)
3727 Robertson St.	Mixed-use in IG zone, 4-story residential with ground floor commercial
3710 & 3750 Robertson Bl.	Mixed-use, Robertson Landing, Comprehensive Plan
6021 Bristol Parkway,	Mixed-use, Bristol Parkway, Comprehensive Plan
11281 Washington Pl.	Mixed-use Project with ground floor retail and 14 dwellings units; 2 low income units.
3939 Landmark St	Private School - New 2-level subterranean parking structure, 8,610 sq. ft. athletic field, and a two-story 2,024 sq. ft. classroom building
8509 Higuera St.	Private School - Interior tenant improvements to an existing 10,000 sq.ft. building for flexible instructional space and office space and new 20,000 square foot play field
11259 Washington Blvd	3-story creative office building - 8,958 sq. ft.
3512, 351, 3520 Schaefer St.	3-story creative office building - 18,500 sq. ft.
11039 Washington Blvd.	Volvo Auto Repair off site location
10828 Jefferson Blvd.	Monopine Wireless Telecom. Facility
Washington/Helms (3240 Helms Ave)	Automated parking structure (after the fact)
11248-11250 Playa Ct	Tandem parking for office conversion
10744 Washington Blvd.	Car stacker
4060 Ince Blvd	Tandem parking related to an office conversion



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4333 Sepulveda Blvd	Tandem parking and stall dimension reduction associated with commercial building addition (2,971 sq. ft.) and tenant improvements
10950 Washington Blvd	Parking stackers and tandem parking
4013 Sawtelle Blvd	Tandem parking to facilitate a new 4,518 sq. ft. medical office building
5977 Washington Blvd	48 car Stacker to serve as off-site parking for 5965 Washington Blvd

Zoning and General Plan Amendments & Special Studies

Amendments & Studies	Code Section	Quarter
1. Mixed Use Land Use Update: Hotel & SRO	17.400.065	1st Quarter 19/20
2. Identify Other Multi-Family Design Guidelines		1st Quarter 19/20
3. Short Term Rentals		1st Quarter 19/20
4. Affordable Housing Parking Code Study		2nd Quarter 19/20
5. Complete Clarksdale & DNA Multi-Family Design Guidelines		2nd Quarter 19/20
6. Outdoor Dining in Industrial Zones	17.230.015 Table 2-8	3rd Quarter 19/20
7. Outdoor Dining Smoking Areas	17.400.070	3rd Quarter 19/20
8. Distance between Structures on a Lot	17.210.020 Table 2-3	3rd Quarter 19/20
9. Retail Smoking Establishment	17.220.015	3rd Quarter 19/20
10. Comprehensive Sign Regulation Update		4th Quarter 19/20
11. Comprehensive Parking Standards Update (unbundled parking, parking maximums)		4th Quarter 19/20



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FISCAL YEAR 2019-20 WORK PLANS (CONTINUED)

BUILDING DIVISION

The Division will continue to plan check, inspections, dissemination of code information and building code enforcement activities. Monitor active plan checks, conduct inspection schedules, assist the Current Planning, Enforcement Services, Economic Development and Housing Divisions and coordinate major new construction projects on an interdepartmental basis.

- Implement Accela on-line permitting
- Implement customer service computer kiosk for Permit Center
- Prepare draft and adopt "Reach" Building Code Amendment to establish more energy efficient City Building standards
- Implementation and refinement of Permit Tech II rotation schedule
- Construction coordination for Entrada, Culver Steps, The Culver Studios, Apple and Ivy Station Projects.
- Draft Building Code amendment and implementation program based on Soft Story study findings.



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FISCAL YEAR 2018-19 WORK PLANS

STRATEGIC PLAN INITIATIVES

Goal: Increase Civic Engagement

Objective 2: Increase Participation in the City's Nonprofit Organizations and Service Clubs

(c) Promote existing programs to increase resident and employee volunteer participation in nonprofit organization activities and boards.

- Work with the City Manager's Office to create an employee volunteer program in support of non-profit organizations in the Culver City.

Status: Pending. Staff has organized one volunteer event. The official program is still under development.

Objective 3: Increase Voter Participation

- Review current election processes and evaluate potential impact of vote by mail, election consolidation and proposed legislative impacts.

Status: The November 2018 election showed a voter turnout/participation of 73%, which was an increase from the April 2018 turnout of 28%. At this election, the voters of the City determined to change the date of the general municipal election to consolidate with Los Angeles County. Los Angeles County Registrar-Recorder/County Clerk's Office has provided plans to introduce Vote Centers, rather than polling locations, and to mail ballots to ALL registered voters. The City Clerk's Office is assisting Los Angeles County to provide outreach on the program, which will help determine the best Vote Center locations for the March Primary and November 2020 Presidential and General Municipal Election.

- Develop a partnership with the local high school to create a Student Volunteer Program for voter registration.

Status: As part of the November 2018 election, Culver City High School (CCHS) students volunteered on the City's voter registration and public awareness campaign, manning voter information booths throughout the City, distributing voter registration materials, holding information and registration events and accepting the National Voter Registration Day Proclamation on September 24, 2018. A Culver City Youth Election Outreach webpage was created to provide information and visibility to the partnership and coordinated efforts (<https://www.culvercity.org/city-hall/information/culver-city-youth-election-outreach>).



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- Enhance and promote Birdee's visibility through focused marketing using social media and other online and print resources.

Status: Birdee continued as the City's brand ambassador for the November 2018 election, appearing in all social media "Register to Vote" campaigns, as a life-size display at all voter information tables, and on promotional materials created for distribution to raise awareness.

Goal: Promote Workforce Diversity and Development

Objective 1: Advance Workforce Development and Succession Planning

- Continue partnership with local high schools to market and recruit eligible students to participate in the Student Internship Program.

Status: Ongoing. The program structure has evolved to extend the length of the session terms, as well as adding West LA College, College to Career Program, to the partnership.

- Continue participation in the My Brother's Keeper initiative. Develop ideas and programs through the working committee to further this initiative.

Status: Ongoing. Staff has initiated discussions with Culver City High School to develop an internship program specifically targeting boys and young men of color. The working committee continues to meet with the goal of finalizing the Local Action Plan for City Council consideration and approval. The City recently attended, along with over 150 other communities, the inaugural MBK Rising event sponsored by the Obama Foundation.

- Implement the Pre-Supervisor Training program to encourage and prepare employees for promotional opportunities.

Status: On-hold. Working with departments to identify individual needs to assist with succession planning and preparing employees for promotional opportunities.

Objective 2: Increase Diversity in the Workplace

- Redesign the recruitment program. Develop and utilize new marketing, recruiting and testing tools. Expand recruitment outreach to women, minorities, veterans, and people with disabilities by proactively reaching out using social media and professional organizations.

Status: In progress. In the process of identifying opportunities to streamline and improve the recruitment program through revising the Civil Service Rules, outreach via social media,



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recruitment videos, NeoGov talent search, and alternative testing options that offer more flexibility.

- Form a working group to join the Government Alliance on Race and Equity (GARE). Provide training to employees on inclusion and cultural/diversity awareness.

Status: Ongoing/In progress. Two teams of City staff across multiple departments have completed racial equity training. The City is establishing a CORE team to roll-out racial equity training, through a train-the-trainer format, to all staff beginning in 2019 through 2021 as well as ongoing during the new hire on-boarding process. Implicit Bias / Cultural Awareness training was conducted in September 2018.

DEPARTMENTAL WORK PLANS

CITY CLERK

City Council Policies – Comprehensive Update

- (Joint Project with City Attorney's Office) Working with the City Council Policies Ad Hoc Subcommittee to complete comprehensive review of all City Council Policies and finalize new policy manual.

Status: Ongoing. Staff from Administrative Services Department and the City Attorney's Office continues to work with the City Council Policies Ad Hoc Subcommittee to conduct a comprehensive review of all City Council Policies and make recommendations to the City Council. Several policies have been reviewed and revised. The project is ongoing.

Document Management System

- (Joint Project with Information Technology Services Department and Konica Minolta) Development of components of the City-wide electronic document management system (EDMS) components and workflows to provide public and internal access to various official city documents.

Status: Ongoing. The first phase of the Enterprise Document Management Project was completed in October 2018. Phase 1 comprised the migration of citywide files from two legacy document repositories. This included SharePoint 2010 (also known as Swami) and the archival scanned documents from Sire, into the new intranet portal branded as Culver Central. Phase 2 was initiated in January 2019. Phase 2 of the project includes a document retention assessment, creation of document retention libraries and the development of retention workflows. The retention assessment aligns and incorporates the City's document retention schedule and will be completed this fiscal year. The development of the retention



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libraries and workflows will follow. The project will continue into next fiscal year with additional milestones that include online forms and electronic signatures.

Email Retention, Electronically Stored Information (ESI), and Employee Use of Social Media Policies

- Drafting and implementation of new policies and procedures relating to Email Retention, Electronically Stored Information (ESI) and Employee Use of Social Media

Status: Partially completed with remainder to be carried over to the next fiscal year. A Working Group, consisting of staff from the City Manager's Office, IT Department, Administrative Services Department and City Attorney's Office prepared Administrative Policies and Procedures for a Social Media Policy regarding the City's presence on social media, including a Customer Use Policy, which was approved by the City Manager and implemented in FY 17-18. In addition, the Working Group is in the process of drafting a separate administrative policy regarding employee use of social media, with an anticipated completion date prior to the close of FY 18-19. With regard to the Email Retention and Electronically Stored Information (ESI) policies, the activity for these policies was initially put on hold pending the selection of an Email/Cloud storage solution. The IT Department has completed its implementation of Microsoft's Office 365 Cloud solution, which also includes an E-Discovery module. The Working Group will be reviewing best practices and sample policies from other cities, with the goal of completing Email Retention and ESI policies during 2nd quarter FY 19-20.

Municipal Election

- Prepare for November 2018 consolidated municipal election.

Status: 100% complete. The election results have been finalized and certified. All resolutions have been finalized and the ordinance codified into the Culver City Municipal Code.

Passport Services

- Review passport application services and program to identify opportunities for improvement.

Status: Ongoing. The online appointment service, now in its second year, continues to meet its annual revenue goals. The first "Walk-In" Passport Acceptance Day is scheduled for March 8, 2019.

Public Records Act – Request System

- Develop and implement an online program for efficient, greater access to public records that will assist with coordination and tracking to ensure compliance with state law.

Status: Pending. City Clerk's Office has identified an online service source and is working on a contract to be in place by end of FY 18-19.



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Records Retention and Destruction Schedule

- Implement city-wide records retention and destruction schedule and develop inventory processes.

Status: Ongoing. City Clerk's Office continues to process destruction requests and organize citywide records destruction days. An updated schedule, incorporating 2019 laws, will be completed by March 2019.

Training and Development

- Provide training and support towards following goals:
 - City Clerk to achieve the designation of Master Certified Clerk (MMC)
 - Records Management Coordinator to develop additional records management skills
 - Clerk Specialist to train towards designation of Certified Municipal Clerk (CMC).

Status: Ongoing. City Clerk staff has attended several trainings and events, which count towards the goal of obtaining an MMC or CMC, as appropriate.

CULTURAL AFFAIRS

- Continue to implement the Art in Public Places and Historic Preservation Programs as pertains to the development process.

Status: Ongoing. Staff is currently coordinating the commission of new permanent art and/or Historic Preservation Program requirements with property owners for the following projects: Ivy Station, 8888 Washington Blvd. (Platform II), The Culver Studios, Culver Steps, Citizen Public Market, One Culver, Culver Public Market, and Culver West. Additional development projects are either under review or have just received entitlements that will have an Art in Public Places Program requirement that applicants wish to fulfill with new permanent art. The Washington/National TOD Gateway Art Project was launched in the fall of 2018 with the development and release of an RFP for an art consultant. Applications have been reviewed and candidate interviews completed; a recommendation from the Cultural Affairs Commission's Public Art Subcommittee is pending Council consideration on February 25, 2019.



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- Continue public outreach of the Art in Public Places and Historic Preservation Programs via web, social media, mobile devices and printed materials.

Status: Ongoing. Continue updating, streamlining, and enhancing navigability of the Cultural Affairs Division pages on the City website; Continue support for the downtown tour mobile app launched in November 2018, including updating entries as necessary; Distribution of tour books at City Hall booth during Art Walk and Roll event, October 6th, 2018, attended by 15,000 people. Updating content and layout of the APPP requirements and application materials for developers; and, continue supplying City Hall public counters, Culver City Julian Dixon Public Library, Culver City Historical Society and Arcana: Books on the Arts bookshop with copies of the downtown walking tour book. To date, nearly 3,000 walking tour books have been distributed.

- Support the collections management of artworks commissioned under the Art in Public Places Program throughout the City.

Status: Ongoing. Continue with collections management database entries for artworks commissioned under the APPP; Continue with routine maintenance of all City-owned artworks, plus all accompanying bronze plaques; Continue follow-up on missing covenants (execution and recordation) for artworks on private property; Continue outreach and coordination with property managers and owners regarding the upkeep of artworks on private property; Major restoration effort for Homage to Ballona Creek at Bill Botts Field began in February 2019; Completed relocation and restoration of zoetrope formerly located adjacent to Cardiff Parking Structure; and, Continue working with artist Doug Freeman on developing additional elements for The Lion's Fountain that will keep the space safe and protect the fountain area from utility vehicles.

- Continue implementation of a temporary art program and other activities celebrating the 30th anniversary of the establishment of the Art in Public Places Program.

Status: Ongoing. Bilingual sketchbooks featuring two artworks commissioned under the Art in Public Places Program were distributed to all CCUSD 3rd graders in September 2018; A 76-page downtown walking tour book was developed and printed (4,000 copies) in September 2018; Street banners were created and installed on Culver and Washington Blvds. in downtown in September 2018; In November 2018, launched the Otocast mobile app with, among others, narration by: Tim Robbins, Mayor Small, Ed Carpenter, Julie Lugo Cerra, Fire Chief White, Doug Freeman, May Sun, Barbara McCarren, Albert Paley, and the architect for City Hall; and, Temporary Art Installation at City Hall - With input from the Cultural Affairs Commission (CAC) Public Art Subcommittee, an RFP for an art consultant was developed and released in the fall of 2018. Candidate interviews are currently underway; art installation to be completed in 2019 and to remain on view for 6-12 months. Final art concept(s) will be brought before the CAC and City Council for consideration.



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- Complete revisions to the City's Municipal Code as they pertain to the Historic Preservation Program and identify priorities with regard to additional Historic Preservation Program updates (such as context statements and surveys) in the future.

Status: Ongoing. The Cultural Affairs Commission (CAC) considered an action item pertaining to the Historic Preservation Program update in October 2018. Staff has met with various stakeholders end of 2018/early 2019 (including, Chamber of Commerce, City Historian and CCHS) to provide an update and background information. City Council is scheduled to consider recommendations from staff and the CAC on February 25, 2019 to consider hiring a preservation consultant and establishing an advisory committee to assist with reviewing and making recommendations to update the Historic Preservation Program. Communication/coordination with Advance Planning staff as pertains to the General Plan Update is ongoing.

- Continue to implement the Culver City Performing Arts Grant Program and streamline its online application process.

Status: Ongoing. City Council approved 2019 Performing Arts Grants for 23 music, dance and theatre organizations in celebration of the 25th anniversary of the grant program. Staff increased outreach efforts and invited several new organizations to apply to the grant program. New logo artwork was approved to promote the 25th anniversary and it is being showcased in all of the promotional materials for the grant performances. Performances commenced in February 2019 and continue through November 2019. Expanded promotion has been developed and implemented. Discussions continue with the IT Department regarding replacement for the online application system.

- Continue the Cultural Venue Enhancement Project by developing more flexible lighting, sound, and stage options in Veterans Memorial Auditorium.

Status: Ongoing. Newson Brown Acoustics LLC completed its comprehensive acoustical study and prepared a renovation proposal for the Auditorium. The detailed report identified the ongoing usages of the facilities as well as the ways in which the walls, doors, HVAC equipment, finishes, reverberation time, and environmental noise affect the acoustical quality of the space. The report recommends installation of permanent rear-wall noise control panels, retractable motorized side-wall absorption panels, heavy acoustical drapery, and a built-in sound system. Staff will evaluate potential vendors and budgetary impact.

- Continue the Open House Program which encourages Culver City-based performing arts organizations to attend informational events at Veterans Memorial Building, the Kirk Douglas Theatre and the Ivy Substation with the goal of increasing public performances in Culver City.

Status: Ongoing. In 2018, leaders from Culver City-based performing arts organizations joined Cultural Affairs staff and commissioners for a series of Open House events at Veterans



ADMINISTRATIVE SERVICES

RESP. MGR.: SERENA WRIGHT-BLACK

Memorial Auditorium, Ivy Substation, and Kirk Douglas Theatre. Each Open House event consisted of a facility tour, company introductions and detailed discussions of the venue's rental operations and community access programs. These events were a valuable engagement opportunity to make connections, forge relationships and showcase available facilities and spaces.

- Continue to work with the Cultural Affairs Commission (CAC) and City Council subcommittees on outreach and partnership development in conjunction with the Creative Economy Report and develop a timeline and process for updating the Community Cultural Plan that reflect short- and long-range goals informed by the Creative Economy Report.

Status: Ongoing. Three experienced facilitator candidates were identified. The CAC Creative Economy Report subcommittee and staff completed candidate interviews in January 2019 and have identified a candidate who will work with staff and the CAC subcommittee to develop and implement facilitated focus groups and write a summary report. Report findings and recommendations are planned for CAC and City Council consideration in spring/early summer 2019. Communication/coordination with Economic Development and Advance Planning staff is ongoing to ensure coordination with the new Economic Development Implementation Plan and the General Plan Update.

- Implement an Artist Laureate Program.

Status: Ongoing. Staff, together with the CAC's Artist Laureate Subcommittee and Dr. Janet Hoult, developed an RFP for a program coordinator. The RFP is scheduled for release in February 2019. The Culver City Cultural Affairs Foundation has made a contribution of \$7,000 toward program costs.

- Continue to coordinate with the Culver City Cultural Affairs Foundation (CAF) as pertains to supporting the Cultural Affairs work plan as approved by the City Council.

Status: Ongoing. Staff and the CAF identified three key areas in which the CAF could raise funds to support programs related to the City's cultural events and facilities.

HUMAN RESOURCES

Administrative Policies and Procedures

- Continue to review and update various personnel-related City and Department policies and procedures.



ADMINISTRATIVE SERVICES

RESP. MGR.: SERENA WRIGHT-BLACK

Status: Ongoing. Staff works with departments to review and update various personnel-related policies and procedures to ensure compliance with Meyers-Millias-Brown Act.

Labor Relations

- Continue to provide advice and support to City staff related to implementation of their Work Programs and assist in addressing day-to-day issues that arise.

Status: Ongoing. Throughout the year, HR staff coach, counsel and advise departments and employees on various issues pertaining to relevant MOUs, including interpretation and applicability, city policies and procedures, Civil Service Rules and Regulations, workers compensation matters, and benefits including health and retirement, etc.

- Continue working towards establishing and maintaining positive relations with the City's six bargaining units. Implement, administer and interpret the Memoranda of Understanding.

Status: Ongoing. Negotiations for a new Memorandum of Understanding with the Police Officer's Association will commence in March 2019. The current contract expires June 30, 2019.

Recruitment and Testing

- Continue with expansion of recruitment outreach efforts to women, minorities, veterans, and people with disabilities.

Status: In progress. Continue to advertise in a broader geographic area, and ensure outreach efforts specifically target minorities, women, veterans and people with disabilities.

- Continue with implementation of the Applicant Tracking System to assist with streamlining and improving the application and hiring processes.

Status: Completed and ongoing. NeoGov system went live in August 2018.

Student Internship Program

- Continue with the Student Internship Program.

Status: Ongoing. The program structure has evolved to extend the length of the session terms, as well as adding West LA College, College to Career Program, to the partnership. A total of eight students were selected this session, these students will be offered an opportunity to come back to a paid position during summer.



ADMINISTRATIVE SERVICES

RESP. MGR.: SERENA WRIGHT-BLACK

Succession Planning

- Develop and implement organizational strategy to address potential workforce gap. Offer job-related training and mentoring to employees to prepare them for promotional opportunities.

Status: In progress. Individualized training and development plans to be developed in each department.

Training and Development

- Continue to provide mandatory and discretionary training opportunities to City employees that will enhance professional and personal development. Incorporate elected officials into mandatory sexual harassment training program requirement per AB 1661.

Status: Complete and ongoing. HR staff worked with City Clerk's Office to ensure all elected and appointed officials received mandatory sexual harassment training program requirement per AB 1661. Going forward, as new appointed or elected officials are appointed, staff has identified multiple options for AB 1661 compliance.

- Continue with implementation of the Performance Management System to assist with monitoring and managing employee performance and development.

Status: Ongoing to assist with monitoring and managing employee performance and development. Implementation is pending with the Fire Department.

RISK MANAGEMENT

Safety, Wellness and Worker's Compensation

- Continue to provide an Employee Wellness Program with the goal of educating and motivating City employees to live a healthy lifestyle.

Status: Ongoing. The City commenced a "Weight Watchers at Work" program in 2017, to date we have completed 7 sessions with an average of 15 employees participating in each session. The Employee Wellness Program offers employees free in-door cycling rides twice per month, as well as one free yoga class per month. There are also workshops, online tools and support provided to employees.

- Continue to oversee the administration of the workers compensation claims program. Ensuring timely reporting of workers' compensation claims to the TPA. Compiling facts, data, completing mandated forms, accident reports, and coordinating investigations, etc.

Status: Ongoing. Prompt reporting of claims is an essential daily process. Early notification allows for thorough investigation, timely delivery of benefits, better management, and reduced litigation.



ADMINISTRATIVE SERVICES

RESP. MGR.: SERENA WRIGHT-BLACK

- Review and evaluate settlement recommendations - Identify the City's short and long-term risk exposures through coordination with the claims administrator and legal counsel for best possible results.

Status: Ongoing. Timely communication and strategic solutions for the best possible settlement and cost savings.

- Quarterly Claim Reports - Continue providing quarterly claim reports to each department, which provides a snapshot summary of their reported claims/losses & incurred expenses.

Status: Ongoing. This report also outlines the mechanics of the accident/injury and the safety action taken to prevent future losses.

- Modified Duty/Return to Work Program – Continue to identify and coordinate temporary alternative work, within an injured employee's work restrictions, while recovering.

Status: Ongoing. This program facilitates the return of an injured employee to work as soon as he/she is able to perform productive work within the restrictions imposed by the doctor. Reduces workers compensation costs.

- Update Essential Functions Job Analysis (EFJA) for various job classifications.

Status: Completed and Ongoing. EFJAs have been completed for a number of job classifications and will continue to be updated for other classifications as needed.

- File Reviews: Conduct quarterly file reviews with our workers compensation administrator

Status: Ongoing. Quarterly meetings with the TPA are held to not only review the highest potential exposure, but to also review claims in which the greatest impact can be made to procedures, practices, etc.

- Commence RFP process for Third-Party Administrator Contract

Status: Completed. A new professional services agreement was approved by City Council effective November 2018.

- Streamline Employment Development Department claim process by becoming an online member

Status: Pending. In communications with EDD.



ADMINISTRATIVE SERVICES

RESP. MGR.: SERENA WRIGHT-BLACK

- Develop tracking system for Certificate of Insurance documents, renewals, and special events

Status: On hold. Evaluating using an outside vendor versus in-house tracking through Munis.

- Continue Departmental Employee Safety Recognition Incentive Programs

Status: Ongoing. The Safe for Six Program awards specific departments that fall under required Cal/OSHA Safety Training a recognition lunch for having zero work related injuries for six consecutive months. One division, Purchasing, achieved this for the entire year of 2018. We will continue to explore other safety recognition programs.

FISCAL YEAR 2019-20 WORK PLANS

CITY CLERK

- Continue to work with the Council Subcommittee on updating City Council policies
- Collaborate with LA County to Identify Culver City Vote Centers
- Continue working with the Information Technology Department on implementation of the new electronic document management system (EDMS), developing workflows for City staff and public access to documents
- Implement an Electronic Public Records Request System
- Finalize SIRE migration to Granicus

CULTURAL AFFAIRS

- Continue to implement and refine the Art in Public Places, Historic Preservation and Performing Arts Grant Programs Continue implementation of the Artist Laureate Program; Work with consultant, CAC and City Council to identify and recommend selection of a new Artist Laureate
- Work with Creative Economy consultant, CAC subcommittee and community stakeholders to identify and present short and long term options to City Council
- Review the Historic Preservation Program and recommend updates as appropriate
- Continue the Open House Program
- Continue with the Cultural Venue Enhancement Project
- Continue to partner with Community Development on the Economic Development Implementation Plan and the General Plan Update
- Continue to work with the Cultural Affairs Foundation Board to clarify and revise Memorandum of Understanding

HUMAN RESOURCES

- Work with the City Attorney's Office and Civil Service Commission Subcommittee to review and revise certain Civil Service Rules



ADMINISTRATIVE SERVICES

RESP. MGR.: SERENA WRIGHT-BLACK

- Complete negotiations with the Police Officers' Association for a new Memorandum of Understanding
- Continue working with the City Council Subcommittee to create a proposed scope of responsibility and authority for a Human Relations Committee
- Continue working with the City Council Subcommittee on Equity to establish an equity policy and finalize the Racial Equity Action Plan (REAP) for City Council consideration and approval.
- Continue working with the City Council Subcommittee to finalize and distribute the AARP Age Friendly Cities Initiative survey. Analyze results and meet with community stakeholders.
- Continue to lead discussions with Culver City Employees Association pertaining to jail services.
- Continue with the Student Internship Program.
- Continue to develop and provide mandatory and discretionary training opportunities to City employees.

RISK MANAGEMENT

- Continue to provide an Employee Wellness Program with the goal of educating and motivating City employees to live a healthy lifestyle
- Continue Departmental Employee Safety Recognition Incentive Programs
- Review and revamp the citywide safety program
- Continue providing quarterly claim reports to each department, providing a summary of reported claims/losses and incurred expenses.



FINANCE

RESP. MGR.: ONYX JONES

FISCAL YEAR 2018-19 WORK PLANS

STRATEGIC PLAN INITIATIVES

Goal Four, Objective 2(d)

- Participate in the Government Alliance on Race and Equity program.

Status: Ongoing. Staff continued Government Alliance on Race and Equity (GARE) work throughout the year, including conducting a Citywide Implicit Bias/Cultural Awareness Training, coordinating efforts with the Equity Subcommittee and providing a presentation to the City Council. The GARE Core Team plans to roll-out racial equity training, through a train-the-trainer format, to all staff before the close of the year through Fiscal Year 2020/21.

Goal Five, Objective 2(c)

- Work with Finance Advisory Committee to forward recommendations regarding the application of Transient Occupancy Tax (TOT). Based on City Council action, implement the collection of TOT on short term rentals where applicable.

Status: In progress. The Finance Advisory Committee (FAC) continues to transmit recommendations through its appointed members of the Short Term Rental Task Force. The Finance Department has initiated collections based on the City Council approved voluntary collection agreement (VCA) with Airbnb in September 2019.

Goal Five, Objective 3(a)

- Support Finance Advisory Committee in exploration of potential public/private partnerships.

Status: Ongoing. The Finance Advisory continues to identify recommendations for revenue enhancement and cost savings opportunities, including public/private partnerships.

DEPARTMENTAL INITIATIVES

Assist With Development of Cost Reduction/Revenue Generation Strategies

- Work with City Manager's Office to develop alternatives to mitigate known expenditures increases in coming years for pension obligation costs.

Status: Ongoing. The City has established a Section 115 Pension Trust and hired consultant to administer. Staff will continue to monitor trust performance and identify additional ways to lower the unfunded liability on an ongoing basis.



FINANCE

RESP. MGR.: ONYX JONES

Continue Internal Audit Function

- Based on Enterprise Risk Assessment and Internal Control Review, individual areas such as fleet management efficiency study and grants management will continue to be reviewed in Fiscal Year 2018/19.

Status: The City's Consultant is in progress on a report on City Cash Handling, Enterprise Risk Assessment, Grants Management, Fleet Management and Internal Controls. Policies and procedures will be created based on recommendations from consultant and will be finalized and put into place by FY 2019/20.

Financial System Implementation

- Complete implementation of replacement for existing timekeeping software. Complete implementation citizen transparency module. Provide user support and training. Continue to identify applications of the new system to improve business processes.

Status: Ongoing. The timekeeping software continues to be rolled out throughout the City, with the most recent implementation at the Police Department. The implementation of the citizen transparency module has been postponed to Fiscal Year 2019/20 due to a software acquisition. Staff has worked to improve business processes, including transitioning refuse online billing in-house to streamline processes. Additionally, Finance, IT and Refuse are working collaboratively to upgrade the billing software.

Begin Formal Audit Program for Business Tax Returns

- Work with MuniServices to implement auditing program for business tax returns.

Status: In progress. Finance is continuing to work with current contractor to develop and facilitate an audit program that fits for the City.

RFP for Transient Occupancy Tax Audit

- Create an RFP for TOT audit of all hotels/motels.

Status: RFP will be completed in FY 2019/20.

RFP for Cost Allocation Advisor

- Create an RFP for cost allocation plans & fees advisor to ensure best pricing for required services.

Status: Staff negotiated pricing and contractual terms with the City's current provider. The negotiated contract was within the administrative authority.

RFP for Banking Services

- Complete and award the RFP for banking services to ensure best pricing for required services.



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Status: Staff has negotiated reduced pricing and contractual terms with the City's current Banking institution; however, an RFP will be completed in FY 2019/20.

Municipal Code Updates

- Contracting/Purchasing Ordinance and Policies Update Working Group Project (Joint Project with Finance, Public Works and Transportation Departments, and the City Attorney's Office) – Conduct a comprehensive update of the CCMC provisions, purchasing policies, RFB, RFP and RFQ documents and bid protest procedures, and review insurance and indemnity issues, relating to City contracting and purchasing. (CCMC amendments presented to City Council during fourth quarter of Fiscal Year 17-18. Working Group will continue with phase two— updating related policies and procedures, and other procurement templates, as needed; and phase three— implementation and training.)

Status: In progress. The Working Group has identified several additional amendments to CCMC provisions that it plans to present in the upcoming months. Once Council approved, the project will continue with Phases Two and Three into Fiscal Year 19-20.

FISCAL YEAR 2019-20 WORK PLANS

STRATEGIC PLAN INITIATIVES

Business Tax Review

- Identify new revenue sources to maintain financial stability by conducting comprehensive update to Business Tax Structure in coordination with Finance Advisory Committee.

DEPARTMENTAL INITIATIVES

Continue Internal Audit Function

- Continue to work with consultant to complete review of City Cash Handling, Enterprise Risk Assessment, Grants Management, Fleet Management and Internal Controls. Policies and procedures will be created based on recommendations from consultant and will be finalized and put into place by FY 2019/20.

Financial System Implementation

- Complete implementation of replacement for existing timekeeping software. Complete implementation citizen transparency module. Provide user support and training. Continue to identify applications of the new system to improve business processes.

Begin Formal Audit Program for Business Tax Return

- Complete and execute agreement for formal business tax return auditing services.



FINANCE

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RFP for Transient Occupancy Taxes Audit

- Create and award an RFP for transient occupancy tax (TOT) audit of all hotels/motels.

Municipal Code Updates

- Contracting/Purchasing Ordinance and Policies Update Working Group Project (Joint Project with Finance, Public Works and Transportation Departments, and the City Attorney's Office)
 - Conduct a comprehensive update of the CCMC provisions, purchasing policies, RFB, RFP and RFQ documents and bid protest procedures, and review insurance and indemnity issues, relating to City contracting and purchasing. (Additional CCMC amendments to be presented to City Council during Fiscal Year 18-19. Working Group will continue with phase two— updating related policies and procedures, and other procurement templates, as needed; and phase three— implementation and training.)



CITY MANAGER

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FISCAL YEAR 2018-19 WORK PLANS

- Collaborate with Culver City Unified School District and West Los Angeles Community College on projects and initiatives of shared interest. Actively participate in the CCUSD Liaison Committee meetings to review affordable housing options, development fee collection, a shared webpage and expansion of The Plunge. Work with the WLAC Liaison Committee to implement workforce and economic development initiatives, as well as provide support for WLAC to engage the community regarding development on campus. 2016 Strategic Plan Reference: Goal 1 - Increase Civic Engagement.

Status: In progress. Staff completed review of CCUSD development fee collection and implemented new procedures to ensure CCUSD notifies the City of future updates to development fees. Staff worked with CCUSD to implement traffic and parking procedures for the renovated Robert Frost Auditorium. Staff organized a meeting of Culver City HOAs with WLAC. Staff also worked with WLAC to facilitate community notification and a community meeting to ensure public notification and input on WLAC's decision to remove campus sound walls on September 12, 2018.

- Coordinate interdepartmentally to implement the commercial cannabis business application, selection and permitting process. If voters approve a cannabis business tax, implement tax collection of cannabis businesses and auditing process. 2016 Strategic Plan Reference: Goal 5 - Identify New Revenue Sources to Maintain Financial Stability.

Status: In progress. Voters approved a cannabis business tax on April 10, 2018. Staff completed the development of an online application platform using Accela technology. The first round of applications for non-storefront businesses closed, and the City's first cannabis business permit was issued on November 13, 2018. Staff is in progress on permitting an additional 14 businesses. 23 retail storefront applications were received in September 2018, and staff is currently in progress on selecting up to three storefront businesses for permits.

- Implement the Clean Power Alliance Community Choice Aggregation program in Culver City. 2016 Strategic Plan Reference: N/A

Status: Completed. The CPA will begin providing electricity to Culver City residents in February 2019, and to non-residential customers in May 2019. The City Council selected 100% renewable power as the default tier for CPA customers in February 2018.

- Work with Information Technology to identify strategies to leverage the City's fiber infrastructure investment for municipal purposes, as well as provide a "Technology Roadmap" to guide strategic deployments. 2016 Strategic Plan Reference: N/A



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Status: In progress. Construction was completed for the Municipal Fiber Network (Culver Connect) backbone and construction has been initiated for network laterals. In July 2018 the network was deemed operational with all of the fiber optic infrastructure installed, spliced and tested. During the fiscal year, network configuration was also initiated for the electronics that are located in the three local hubs and at the telecommunications carrier hotels at One Wilshire and Equinix (El Segundo). The City is currently working with enterprise businesses within the City who have expressed interest in leasing dark fiber. Staff also continues negotiations with potential Internet Service Providers (ISP's). An updated estimated revenue projection will be provided for Fiscal Year 2019-20 during the budget planning process.

The City contracted with Magellan Advisors to assist in developing a "Technology Roadmap". Technology strategy meetings were held with all departments to identify areas where additional technology could be implemented to leverage the city's municipal fiber infrastructure. Two initiatives were highly ranked by most city departments and will be pursued by Information Technology: an enterprise camera solution and a WiFi expansion strategy. Additionally, Information Technology is also finalizing plans for transition toward utilizing the new fiber infrastructure for municipal operations. This effort will be carried into the next fiscal year. Once complete it will result in network redundancy, enhanced reliability reducing the risk of network outages/failure and significantly increased broadband capacity.

- (Joint Project with the City Attorney's Office) Implement a small cell ordinance allowing the City to capitalize on its vertical pole assets. 2016 Strategic Plan Reference: N/A

Status: Completed. On January 14, 2019 the City Council approved a small cell ordinance governing wireless facilities in the public rights-of-way.

- Continue efforts to evaluate and improve administrative processes throughout the City, including the implementation of recommendations related to the recent evaluation of the City's development review process. Complete a report on City cash collections, and begin an internal audit of fleet management in FY 2018-19. 2016 Strategic Plan Reference: N/A

Status: In progress. The City's consultant is in progress on a report on City cash handling, grants management compliance, enterprise risk assessment, and internal controls. An internal audit of fleet management will begin in FY19-20. Community Development, Fire, and Public Works continue to implement Permit Center recommendations. Staff completed draft standard operating procedures for development services. Community Development continues to coordinate with IT on the Permit Center customer information computer kiosk for project queries, and with IT and Finance on implementing Development Services payment setup on the second floor of City Hall.



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- (Joint Project with the City Attorney's Office) Complete the renewal of the Torrance Valley Pipeline franchise agreement. Review and update the City's oil pipeline franchises, using the Torrance Valley franchise agreement as a template. *2016 Strategic Plan Reference: N/A*

Status: In progress. Negotiations continue between the City and Torrance Valley Pipeline. Once negotiations conclude, the City will begin negotiations with other pipeline operators.

- Work with the Short Term Rentals Task Force to make recommendations to the City Council regarding short term rental policies. Obtain Council approval for short term rental policies and implement the policies, including potential collection of transient occupancy tax. *2016 Strategic Plan Reference: Goal 5 - Identify New Sources of Revenue to Maintain Financial Stability.*

Status: In Progress. The City Council approved a Voluntary Tax Collection agreement with Airbnb on September 24, 2018. Airbnb began collecting TOT on the City's behalf on November 1, 2018. A community-wide meeting on the subject of short term rentals was held on September 20, 2018. The Short Term Rentals Subcommittee met after the community meeting to formulate policy recommendations. Policy recommendations were made to the City Council on February 12, 2019, and additional direction was given to staff to return with a draft ordinance and additional recommendations regarding accessory dwelling units.

- Work with City Council to respond appropriately to The Boring Company's request to create an underground transportation tunnel underneath Sepulveda Boulevard through Culver City. *2016 Strategic Plan Reference: N/A*

Status: Completed. The Boring Company cancelled plans for the proposed tunnel in December 2018.

- Promote alternative forms of transportation throughout Culver City, including micro-transit, walking, biking, and bus transit. Research options for micro-transit, best practices from other communities, and cutting edge technology. Work with the Transportation, Public Works, and Community Development, as well as the Traffic and Transportation Subcommittee, to provide cleaner, more efficient transportation solutions and alternatives to single-occupancy vehicles for Culver City. *2016 Strategic Plan References: Goal 3 - Improve Traffic Circulation and Reduce Traffic Congestion.*

Status: In progress. Staff worked with Transportation to plan for, implement, and begin an electric scooter share pilot for two companies in July 2018. Staff met with working group of Westside cities and the WSCCOG to discuss scooter share and Mobility Data Specification. Transportation, Public Works, and Community Development, as well as the Traffic and Transportation Subcommittee have met regularly to discuss the City's electric scooter program, in addition to potential new transportation technologies; transportation



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infrastructure updates; parking issues and improvements; bicycling amenities; bike share; citywide development; signalized intersections; the Rancho Higuera neighborhood transportation mitigation program; and cut-through traffic.

- Wind down the Southern California Cities Consortium by coordinating a meeting of the Joint Powers Authority board to dissolve the JPA and disperse its assets to member cities. 2016 Strategic Plan Reference: N/A

Status: Completed. Staff coordinated a final meeting of the Joint Powers Authority board on August 27, 2018 and voted to dissolve the JPA and disperse its assets to member cities.

- Work with Information Technology to participate in the 2020 Census Local Update of Census Addresses (LUCA) by revising U.S. Census Bureau data to include any missing or additional new address information. 2016 Strategic Plan Reference: N/A

Status: Completed. Staff completed review of 18,000 records and submitted to the U.S. Census Bureau an updated map that added new addresses from the past 10 years, removed bad or retired addresses, corrected errors, and validated addresses.

- Work to improve the City's overall communications strategy, and increase opportunities for community engagement and public notification. Expand access to information and allow stakeholders to play an active role in discussing public policy and setting priorities. 2016 Strategic Plan Reference: Goal 1 - Increase Civic Engagement.

Status: In progress. As of January 2019, the City has seen growth in the size of its audience on social Media. There are 3,321 followers on the City's Facebook Page; 4,224 followers on the City's Twitter Feed; 9,620 Nextdoor Members; 1,091 followers on the City's Instagram feed; 404 followers on the City's Volunteer Twitter Feed; 796 followers on Fire Department's Facebook Page; 905 followers on the Fire Department's Twitter Feed; 1,986 followers on the Fire Department's Instagram Account; 2,619 followers on the Police Department's Facebook Page; 4,494 followers on the Police Department's Twitter Feed; 829 followers on the PRCS Department's Facebook Page; 546 followers on the Culver CityBus Facebook Page; 114 followers on the Culver CityBus Twitter Feed; and over 20,000 subscribers on the City's GovDelivery account.

The City's communications consultant and staff have monitored comments from stakeholders through various social media channels and the media. Whenever appropriate, staff and the consultant have noted the comments, informed other City staff, and have responded to inquiries.

The City has hosted numerous community meetings including: The Power of Community - What We Can Do to Stop Bullying; a Culver City Community Meeting on Drones; two Culver



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City Community Conversations regarding the future of Fox Hills; several General Plan Update Prelude Meetings; a Police Department Community Forum on Coyotes; a Short Term Rentals Community Meeting; and Neighborhood Design Study Workshops, among other community meetings.

- Facilitate community events such as the Summer Concert Series and other activities on City property and/or in the public right-of-way. *2016 Strategic Plan Reference: Goal 1 - Increase Civic Engagement.*

Status: Completed. In addition to the Culver City's Boulevard Music Summer Concert Series, staff assisted in the coordination of a Culver Arts Foundation Fundraiser; Art Walk; a Free Bicycle Safety Class - Street Skills; the Nike Go LA10K; and other events.

- Continue and further improve efforts to evaluate and identify grant funding opportunities throughout the City. *2016 Strategic Plan References: Goal 3 - Improve Traffic Circulation and Reduce Traffic Congestion and Goal 5 - Expansion of Funding Alternatives.*

Status: In Progress. Staff continues to pursue grant funding whenever possible. The City Manager's Office assists other City departments with reviewing grant proposals and obtaining letters of support from elected representatives on an as-needed basis.

- Revisit and evaluate the City's Strategic Plan for new opportunities for the City Council to define which policies, programs, projects and issues are the City's highest priorities and which priorities the staff should be focusing on over and above normal operations of the City. *2016 Strategic Plan Reference: N/A*

Status: Completed. The City Council held at two-day Strategic Planning retreat in May 2018, which resulted in the City Council's adoption of a new Strategic Plan in October 2018. The City Council's 2018-2023 Strategic Priorities are as follows: 1) Ensure Long-term Financial Stability; 2) Enhance Mobility and Transportation; 3) Improve Housing and Homeless Services; 4) Revitalize Ballona Creek; and 5) Transform Inglewood Oil Field. The City Council also reviewed the 2016 Strategic Plan priorities to identify which goals and objectives could continue to evolve and be implemented in the new Strategic Plan in addition to determining which programs are complete.

- Support the City Council's direction regarding efforts to explore creative methods to identify affordable and workforce housing opportunities, and address homelessness. *2016 Strategic Plan Reference: N/A*

Status: In Progress. In July 2018, the City's consultant completed and presented the City's "Plan to Prevent and Combat Homelessness". This three-year plan serves as a roadmap to establish the City's approach to addressing homelessness over the long-term. The seven



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goals of the Plan are as follows: Goal #1: Increase bridge housing options and the number of people served; Goal #2: Expand homelessness prevention programming; Goal #3: Increase access to affordable and supportive housing across the city; Goal #4: Enhance data tracking and homeless outreach activities among city staff and service providers; Goal #5: Expand community education efforts around homelessness and raise awareness about available resources and best practices; Goal #6: Create local programs to increase workforce training and job opportunities; and Goal #7: Enhance local and regional coordination.

The City also produced “The Toolkit for Addressing Homelessness in Culver City”. This Toolkit describes the circumstances by which people are homeless; opportunities to address homelessness; and ways members of the community, business owners, and City staff can help.

- Develop a plan and funding mechanism to restructure and reorient the offices in City Hall, creating a more efficient use of space and potentially increasing opportunities for public meeting space. 2016 Strategic Plan Reference: N/A

Status: In progress. The City Manager’s Office and Public Works have engaged the services of the architect that designed City Hall to reimagine the building’s office space. The Consultant is evaluating the consolidation of empty work spaces in City Hall for various City departments and is considering the addition of potential new meeting/event rental space as one of the outcomes of the space planning effort. Staff has begun meeting with Executive Management to review the way that the space is used by departments throughout City Hall. These meetings will continue during Fiscal Year 2019-2020.

- Evaluate and potentially extend the contract with the City’s federal advocate on FAA, noise and overflight issues. 2016 Strategic Plan Reference: N/A

Status: In progress. A City Council Member and City staff went to Washington D.C. in October 2018 to meet with staff from the Senate and House Aviation Subcommittees; staff from the offices of Senators Feinstein and Harris; and the National League of Cities. Many of Culver City’s priorities in the areas of noise impacts from the FAA’s Nextgen project were included in the 2018 FAA Reauthorization Bill. The FAA Ad-Hoc Subcommittee and staff are reviewing the consultant’s Work Plan for the remaining portion of Fiscal Year 2018-19.

FISCAL YEAR 2019-20 WORK PLANS

- Work with Finance to enhance internal controls and oversight based on the recommendations of the Cash Handling, Grants Management Compliance, Enterprise Risk Assessment and Internal Control Review. 2018 Strategic Plan Reference: *Ensure Long-term Financial Stability*



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- Continue efforts to evaluate and improve administrative processes throughout the City, including the implementation of recommendations related to the City's development review process. *2018 Strategic Plan Reference: Ensure Long-term Financial Stability*
- Collaborate with the Culver City Unified School District and West Los Angeles Community College on projects and initiatives of shared interest. Actively participate in the CCUSD Liaison Committee meetings to develop affordable housing options and a shared webpage. Continue to work with CCUSD staff on mitigating neighborhood impacts from the Robert Frost Auditorium. Work with the WLAC liaison committee to implement workforce and economic development initiatives, as well as provide support from WLAC to engage the community. *2018 Strategic Plan Reference: N/A*
- Promote alternative forms of transportation throughout Culver City, including micro-transit, walking, biking, and bus transit. Work with Transportation to complete the pilot study of electric scooter share, the development of permanent regulations, and the implementation of Mobility Data Specification. Work with Public Works to research options for and bring to City Council recommendations regarding bike share programs. Report to Traffic and Transportation Subcommittee on progress. *2018 Strategic Plan Reference: Enhance Mobility and Transportation*
- Complete the permitting process for 14 non-storefront cannabis businesses. Complete the permitting process for up to three storefront cannabis businesses out of 23 applicants. Work with Finance to develop permit renewal, auditing and inspection procedures. *2018 Strategic Plan Reference: Ensure Long-term Financial Stability*
- Work with the Public Works to ensure robust ongoing communications with the community regarding the Clean Power Alliance Community Choice Aggregation program in Culver City, to ensure a smooth transition during the first full year of operations in Culver City. *2018 Strategic Plan Reference: N/A*
- Develop and obtain City Council approval for a comprehensive ordinance permitting and regulate short term residential rentals. If approved by the City Council, work with Community Development to develop the application process and forms, and a permit review and monitoring program. Issue RFP, if necessary, for a consultant for permitting, monitoring and enforcement. Monitor collection of transient occupancy taxes from hosting platforms. *2018 Strategic Plan Reference: Ensure Long-term Financial Stability*
- Work with City Council and community stakeholders to determine the future use for 10858 Culver Boulevard (former Amvets Post II). *2018 Strategic Plan Reference: N/A*



CITY MANAGER

RESP. MGR.: JOHN NACHBAR

- Support the City's work as a member of the Government Alliance on Race and Equity, including efforts to promote racial equity throughout City policies, procedures, and programs. *2018 Strategic Plan Reference: N/A*
- Work with Information Technology to leverage Culver Connect, the City's fiber-optic network, to stimulate economic development by providing high speed internet access to City businesses. Maximize the efficiency and utilization of the network by considering new and innovative business models through an RFP process for network operator. *2018 Strategic Plan Reference: N/A*
- (Joint Project with the City Attorney's Office) Complete the renewal of the Torrance Valley Pipeline franchise agreement. Review and update the City's oil pipeline franchises, using the Torrance Valley franchise agreement as a template. *2018 Strategic Plan Reference: N/A*
- Develop a plan and funding mechanism to restructure and reorient the offices in City Hall, creating a more efficient use of space and potentially increasing opportunities for public meeting space. *2018 Strategic Plan Reference: Ensure Long-term Financial Stability*
- Support the City Council's direction regarding efforts to explore creative methods to identify affordable and workforce housing opportunities, and address homelessness. *2018 Strategic Plan Reference: Enhance Housing and Homeless Services*
- Work to improve the City's overall communications and increase opportunities for community engagement and public notification. Expand access to information and allow stakeholders to play an active role in discussing public policy and setting priorities. *2018 Strategic Plan Reference: N/A*
- Work with the City Attorney's Office and various City departments on updates to the Culver City Municipal Code, policies and procedures which may be needed following the adoption of new legislation. *2018 Strategic Plan Reference: N/A*
- Evaluate the viability of relocating the Summer Concert Series to the Culver Steps and the issuance of a Request for Proposals for producer services. *2018 Strategic Plan Reference: N/A*
- Support the City's work as a participant in AARP's Age Friendly Community program. *2018 Strategic Plan Reference: N/A*
- Research the renewal of Measure Y, the City's one-half percent transaction and use tax, which will expire on March 31, 2023, if not reauthorized by voters. *2018 Strategic Plan Reference: Ensure Long-term Financial Stability*