

Strategic Planning Objectives and Strategies Worksheet

Goal: Increasing Civic Engagement

STRATEGIES/ACTIVITIES	TIMEFRAME	MEASUREMENT	LEAD AND TEAM	RESOURCES REQUIRED
Objective 1: Increase Community Involvement				
1. Review Citywide Communications Assessment for recommendations to modernize community outreach and potential enhanced staffing	Year 1	Number of members of the public who are reached	City Manager's Office	Staff time
2. Create Culver City Unified School District/City Youth Shared Resource Page on City's website	Year 1	Number of users who accessing information on City website	City Manager's Office	Staff time
3. Create Citizen Task Forces to meet to discuss City issues	Years 1-2	Number of Updates and recommendations to the City Council	City Manager's Office	Staff time
Objective 2: Outreach to Nonprofit Organizations and Businesses				
1. Post Nonprofit Directory on Website	Year 1	Number of users who access information on City website	City Manager's Office, Finance Department	Staff time
2. Hold Quarterly Meetings with Nonprofit Organizations	Years 1-2	Number of Attendees	Mayor	Potential staff time
3. Coordinate with small businesses & start-ups to increase participation within the community, potentially include Chamber of Commerce and Business Improvement Districts	Years 1-2	Number of participants	City Manager's Office, Community Development	Staff time
Objective 3: Increase Voter Participation				
1. Study Vote by Mail & Election Consolidation	Years 1-2	Number of registered voters and actual voters	City Clerk's Office	Staff time
2. Enhance Birdie's Visibility through Additional Promotion via Printed Materials and Social Media	Years 1-2	Number of registered voters and actual voters-correlation of Birdie's effectiveness	City Clerk's Office	Staff time
3. Create Student Volunteer Program for Voter Registration	Years 1-2	Number of registered voters and actual voters	City Clerk's Office	CCUSD: ASB, CCHS Clubs & Government classes, Mock Trial effort, YMCA Youth in Government.

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Goal: Addressing Ballona Creek

STRATEGIES/ACTIVITIES	TIMEFRAME	MEASUREMENT	LEAD AND TEAM	RESOURCES REQUIRED
Objective 1: Make Ballona Creek Walkable and Bikeable and More Connected to City	Year 1-5	City Council authorization in City Budget	Community Development, Public Works	General fund, corporate donors, grants; Establish Ballona Creek Council Subcommittee; Engage area stakeholders (property owners, BPMPAC); Engage major businesses in planning and development
1. Prepare Preliminary Ballona Creek Bike and Pedestrian Plan	Year 1	City Council Authorization	Community Development (Potentially Public Works, Bicycle and Pedestrian Advisory Committee)	Engage area stakeholders (property owners, BPMPAC); major businesses to fund plan. Develop cost sharing plan
2. Adopt a Ballona Creek Plan as part of the General Plan update.	Year 2	City Council Adopts Resolution Approving Plan	Community Development, Public Works	Retain consultant to prepare plan
3. Reclaim Ballona Creek Right of Way. Explore legal, political/jurisdictional and financial implications.	Year 2-4	City Council Authorization to expend funds for legal, jurisdictional and financial analysis	Public Works, City Attorney	Identify legal, jurisdictional requirements to enter property to make improvements. Identify major employer interest in cost sharing, grant funding and prepare project budget
4. Work with adjacent owners on right of way improvement and entry agreements	Year 2-5	City Council Authorization	Public Works, City Attorney	Prepare cost sharing agreements, right of entry agreement to Improve property and execute agreements to implement plan.
5. Improve Ballona Creek Entry Access Points	Year 2-4	Prepare preliminary plan for entry access design	Public Works	Include in CIP programming with grant and private corporate funding from major business stakeholders.
6. Ballona Creek right of way landscape and gabion wall improvements	Year 2-4	Prepare preliminary plan for landscape, gabion wall design	Public Works	Include in CIP programming with grant and private corporate funding from major business stakeholders.
7. Prepare CIP budget to Implement Plan	Year 4-5	City Council Budget Approval	Public Works	Include in CIP programming, obtain funding agreements with major stakeholder employers,

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8. Implement Plan	Year 5 -6	City Council Contract Approval	Public Works, City Attorney	Public Works prepare scope of work, draft and administer contract.
Objective 2: Make Ballona Creek a Recreational Attraction	Year 1-5	Council authorization in City Budget	Parks, Recreation and Community Services	General fund, corporate donors, grants
1. Identify Potential Ballona Creek recreational improvements	Year 1	Prepare List of recreational amenities	Parks, Recreation and Community Services	Establish City Council Ballona Creek Council Recreational Subcommittee. Engage area stakeholders (property owners, residents, major businesses) in planning and development. Conduct community outreach with workshops and walkshops, brainstorm potential recreational opportunities, obtain recreational improvement plan consensus.
2. Determine recreational improvement feasibility	Year 1-2	Prepare improvement cost estimate	Parks, Recreation and Community Services	General Fund, cost sharing agreements, explore grant funding
3. Prepare recreation plan cost estimate	Year 1-2	Obtain grant(s); obtain corporate donations	Parks, Recreation and Community Services	Grant funding, corporate donor funding agreements
4. Include in Culver City Recreational Master Plan and	Year 1-3	PCRS Resolution	Parks, Recreation and Community Services	PCRS programming
5. Include in General Plan Update	Year 1-3	Include and adopt in General Plan Update	Community Development	General Plan Update Recreational Element scope of work. Adopt in General Plan Update
6. Include in CIP Budget	Year 4-5	Council Budget Approval	Public Works	General Fund, cost sharing agreements, grant funding
7. Implement Plan	Year 5-7	City Council Contract Approval(s)	Public Works, City Attorney	Public Works, PCRS prepare scope of work, draft and administer contracts.

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Goal: Improving Transportation and Reducing Congestion

STRATEGIES/ACTIVITIES	TIMEFRAME	MEASUREMENT	LEAD AND TEAM	RESOURCES REQUIRED
Objective 1: No Overall Growth in Average Daily Traffic (ADT) Citywide (Zero Growth)	Year 1-5	Annual ADT Measurement	Public Works	General fund, grants
1. Development Methodology to estimate a Total ADT for citywide traffic.	Year 1	Method Developed and approved by City Council	Public Works	Budget for consultant services to develop methodology.
2. Hire consultant and perform ADT measurement.	Year 1-5	Council Authorization to expend funds and approval of contract	Public Works	Budget for citywide traffic counts.
3. Revise Transportation Demand Management (TDM) Program to incorporate goal, incentives.	Year 1	City Council Adopts Resolution Approving TDM Program	Community Development	Budget for consultant to assist staff in developing TDM program.
4. Work with City businesses to obtain commitment and buy in to the TDM Program.	Year 1-2	% of businesses signing commitment.	Community Development	Budget for staff augmentation or consultant to provide business outreach.
5. Identify bicycle and pedestrian barriers.	Year 1-2	List of barriers developed	Public Works, Bicycle & Pedestrian Advisory Committee	Staff Time
6. Develop program to encourage residents to reduce trips by rideshare or other alternative forms of transportation	Year 1-2	Program approved by City Council	Transportation & Public Works	Budget for staff augmentation or consultant to provide community engagement and assist staff in developing incentive programs for residents.
7. Research and possibly develop alternative transportation programs such as on-demand fixed route, subsidized uber trips, pool for discounted TAP cards.	Year 1-2	Research and evaluate available ridership data and costs for each potential transportation program	Transportation	Include in CIP programming and operating budget as appropriate with grant and private corporate funding from major business stakeholders.

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Goal: Addressing Diversity and Workforce Development

STRATEGIES/ACTIVITIES	TIMEFRAME	MEASUREMENT	LEAD AND TEAM	RESOURCES REQUIRED
Objective 1: Address Workforce Development/Succession Planning				
1. Engage local high school students in meaningful work assignments that will stimulate an interest in future career opportunities with the City. This can be done by utilizing social media to market already existing City programs (i.e. Student Worker Program, Police Explorer Program and Teen Citizen Academy, Fire Department Mentorship and Explorer Program)	Year 1	Feedback from program participants based on submitted surveys.	Human Resources Department and Management Staff	Staff time
2. Continue participation in President Obama's "My Brother's Keeper" initiative on a County and Federal level.	Year 1	Number of internships/mentorships provided to young men of color	Human Resources Department and Management Staff	Staff time
3. Implement mandatory continuing education for specific job classifications	Year 2	Employee feedback based on survey information. Number of employees that internally promote.	Human Resources Department, Management Staff, and Bargaining Units	Staff time
4. Implement a pre-supervisory academy to better prepare employees for promotional opportunities	Year 1	Employee feedback based on survey information. Number of employees that internally promote.	Human Resources Department, Management Staff, and Bargaining Units	Staff time
Objective 2: Increase Diversity in the Workplace				
1. Recruit women, minorities and veterans by proactively reaching out using social media, professional organizations and personal follow up from job fairs and other sources of contact.	Year 1	Number of women, minorities and veterans hired and retained.	Human Resources Department and Management Staff	Staff time
2. Develop and grow the City's "brand" as role model for equal opportunity, inclusion and diversity	Year 2	Number of women and minorities hired and retained.	Human Resources Department and Management Staff	Staff time
3. Provide management training on inclusion and cultural sensitivity to reinforce the value. Organize diversity events.	Year 2	Employee feedback / participation.	Human Resources Department and Management Staff	Staff time

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Goal: Increasing Revenue to Support Economic Development

STRATEGIES/ACTIVITIES	TIMEFRAME	MEASUREMENT	LEAD AND TEAM	RESOURCES REQUIRED
1. Based on outcome of the upcoming statewide ballot measure to legalize the sale of marijuana (current polling shows a majority in favor), the City Council will consider whether dispensaries will be permitted in Culver City. If permitted, the consideration of a marijuana tax and placement on the ballot will occur prior to the next local election (April 2018). The FAC shall provide analysis and recommendations to the City Council.	City Council will consider whether dispensaries will be permitted in Culver City within six months after the election. If permitted, the FAC shall provide analysis and recommendations for a marijuana tax by the end of 2017, in order for a measure to be placed on the April 2018 municipal election ballot.	Meeting of the timeframes listed will demonstrate whether this activity is proceeding as directed. Ultimate measurement will be any additional revenues generated, which are unknown at this time.	The City Attorney's Office and Planning Division will lead the consideration of permitting dispensaries in Culver City. The FAC, supported by the Finance Department, will analyze and make recommendations related to a marijuana tax.	Staff time from the City Attorney's Office, Community Development Department, Finance Department and City Manager's Office. Finance Advisory Committee time, and potentially Planning Commission time.
2. City Council to instruct the FAC to consider whether to apply the Transient Occupancy Tax to short-term rentals (AirBNB, etc.) until formal regulations are adopted, similar to the action taken by the City of Los Angeles, and provide a recommendation back to the City Council.	Recommendation from FAC prior to end of 2016. City Council consideration of FAC recommendation by January 2017.	Additional TOT revenues could be up to several hundred thousand dollars per year, and will measure the success of this item, if adopted.	FAC will play lead role in developing a recommendation, with support from Finance and City Attorney's Office. City Council to make final determination.	Staff time from Finance and City Attorney's Office to support FAC and City Council.

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Goal: Having the City become known as a City of Kindness

STRATEGIES/ACTIVITIES	TIMEFRAME	MEASUREMENT	LEAD AND TEAM	RESOURCES REQUIRED
Objective 1: Define what it means to be a City of Kindness				
1. Establish guidelines	Year 1	Develop a list	Mayor and City Manager's Office	Staff time
2. Use the Mayor and City Council Members as a bully pulpit to discuss kindness	Years 1-5	Number of opportunities to mention	Mayor and City Council	Speaking opportunities
3. Use media and social media to promote the idea of kindness	Year 1	Establish social media pages	City Manager's Office, Information Technology, and PR	Press releases and social media posts
Objective 2: Implement a kindness strategy within City government				
1. Conduct regular meetings with Department Heads and employees	Years 1-5	Number of meetings	City Manager and Department Heads	Staff time
2. Review City policies and procedures	Years 1-2	Changes to procedures to incorporate kindness	Mayor and City staff	Staff time and training time
3. Establish a measurement	Years 1-2	Increase in citizen satisfaction	City staff and outside consultant	Staff time
Objective 3: Outreach to City schools, organizations, and businesses about kindness				
1. Identify stakeholders	Year 1	Create a list	Mayor	Directories and databases
2. Conduct meetings	Years 1-2	Meetings held-opting into program	Mayor and City Manager's Office	Meeting rooms, dates, and materials
3. Integrate policies and practices	Years 2-5	Citywide kindness guidelines and practices	City Manager's Office and stakeholders	Written procedures

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Objective 4: Become a City of Kindness				
1. Join http://cityofkindness.org/	Year 2	Sign up on website	City Manager's Office	Online registration
2. Continue to practice and measure acts of kindness	Years 2-5	Measure resident attitude	City Manager's Office, Information Technology	Survey gathering
3. Recognize acts of kindness	Years 2-5	Annual recognition	Mayor and City Council and PR	Event, certificates, video testimonials