





City of Culver City 5-Year Strategic Plan

City Council of the City of Culver City



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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 1: Increase Community Participation with and in City Government

Initiatives:

- a. Review the Citywide Communications Assessment for recommendations to modernize community outreach and potentially allocate new resources towards the City's communications effort.
- b. 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.
- c. Create City Council-appointed Citizen Advisory Task Forces out of community issue meetings. Task Forces will meet and develop policy recommendations to staff and the City Council.
- d. 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.

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

Initiatives:

- a. Post a Nonprofit and Service Club Directory on the City’s website.
- b. Hold quarterly meetings with nonprofit organizations and service clubs to share information and coordinate activities.
- c. Establish a baseline measurement of the number of volunteers and volunteer hours and periodically reassess participation.
- d. Promote existing programs to increase resident and employee volunteer participation in nonprofit organization activities and boards.
- e. Work with Culver City’s service clubs to establish a coordinated marketing campaign for membership.
- f. Create Culver City “Big Sunday” event.
- g. Request Dr. Martin Luther King, Jr. (MLK) Committee create a Day of Service in conjunction with an MLK Day event.
- h. Work with the Culver City Exchange Club in the event the Club designates 2017 as a Year of Service.

Objective 3: Increase Voter Participation

Initiatives:

- a. Study Vote by Mail and Election consolidation.
- b. Evaluate the proposed legislative changes by the Secretary of State and their impact on voting in Culver City.
- c. Enhance Birdee’s visibility through additional promotion via printed materials and social media.
- d. Create a Student Volunteer Program for voter registration.

Goal Indicators

- Number of members of the public who are reached.
- Number of users who access information on the City’s website.
- Number of goal-related updates and recommendations to the City Council.
- Numbers of volunteers and number of volunteer hours worked.
- Number of attendees at City outreach meetings.
- Number of participants in City outreach activities.
- Number of registered voters, actual voters, and correlation with Birdee outreach.

Task Force

Yes

Community Meetings

Yes

Lead City Council Members and Lead Departments

Mayor Jim B. Clarke and Council Member Meghan Sahli-Wells
City Manager's Office
City Clerk's Office
Information Technology



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

Initiatives:

- a. Hire a consultant to prepare a Preliminary Ballona Creek Bike and Pedestrian Plan (Plan) in coordination with the City's General Plan Update efforts.
- b. Research the reclamation of the Ballona Creek right-of-way. Explore legal, political/jurisdictional, and financial implications.
- c. Work with adjacent property owners to create agreements to improve Ballona Creek's entry access points and other right-of-way improvements.
- d. Make improvements to Ballona Creek's right-of-way landscaping.
- e. Adopt the recommendations of the Plan as part of the General Plan update to the Circulation Element.
- f. Implement the Plan, including the Capital Improvement Project (CIP) budget.
- g. Incorporate projects that are funded by Measure CW and that represent best practices to address urban runoff.
- h. Research an "Adopt the Creek" program to generate funding for the maintenance of Ballona Creek.
- i. Coordinate/partner with non-profit and private sector to implement and fund projects.
- j. Identify ongoing sources of Operation and Maintenance funding.

Objective 2: Make Ballona Creek a Recreational Attraction

Initiatives:

- a. Identify and determine the feasibility of potential Ballona Creek recreational improvements.
- b. Include Ballona Creek recreation improvements in the Culver City Recreational Master Plan and prepare cost estimates.
- c. Add a Recreational Element to the General Plan Update.
- d. Implement the Plan, including the Capital Improvement Project (CIP) budget.
- e. Research the feasibility for other amenities along Ballona Creek including lighting and a dog path.

Goal Indicators

- City Council authorization for development of the Plan in City Budget.
- Plan developed to enhance the Ballona Creek bicycle and pedestrian path.
 - City Council authorization to expend funds for legal, jurisdictional, and financial analysis.
 - Preliminary plan for entry access and landscaping design.
 - List of recreational amenities, such as lighting and a dog path.
 - Cost estimates for improvements.
- City Council adoption of Resolution approving the Plan.
- Implementation of projects and programs identified in the Enhanced Watershed Management Programs for the Ballona Creek Watershed.
- Number of sponsors participating in the “Adopt the Creek” program.

Task Force

Yes

Community Meetings

Yes

Lead City Council Members and Lead Departments

Council Members Thomas Small and Meghan Sahli-Wells
Community Development
Parks, Recreation and Community Services
Public Works



Goal Three

Improve Transportation Circulation and Reduce Traffic Congestion

Bring together public and private sector expertise to better understand traffic impacts, reduce congestion, and provide a safer and more efficient transportation system.

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

Initiatives:

- a. Develop a methodology to estimate a total ADT for citywide traffic.
- b. Hire a consultant and perform ADT measurement.
- c. Revise the Transportation Demand Management (TDM) Program to incorporate the City's goal of no ADT growth and evaluate potential incentive programs.
- d. Hire a consultant to create a robust TDM program and grow local business support for it.
- e. Develop a program to encourage residents to reduce trips by ridesharing and other additional forms of transportation.
- f. Research and develop additional transportation programs, 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, if the cost savings are allocated to TAP cards offered to a percentage of commercial building tenants.
- g. 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.
- h. Research criteria related to measuring Level of Service (LOS) and Vehicle Miles Traveled (VMT) as they relate to the California Environmental Quality Act (CEQA) and consider adoption of VMT into traffic study guidelines.

- i. Identify opportunities for a partnership with the Southern California Association of Governments (SCAG) when pursuing the Mobility Element of the General Plan.
- j. Integrate efforts with the City's Bicycle and Pedestrian Advisory Committee and the Bicycle and Pedestrian Master Plan in identifying barriers and finding solutions.
- k. Engage the City Council's Traffic and Parking Subcommittee in the process.

Goal Indicators

- City Council authorization to expend funds and City Council approval of the ADT Measurement Method Development contract.
- Development and City Council approval of the ADT Measurement Method.
- City Council authorization to fund a consultant contract to study the development of more robust TDM program and zoning measures for reduced parking as a credit against providing a percentage of TAP cards to commercial project tenants.
- City Council adoption of a resolution approving the TDM Program, including a list of identified barriers to bicyclist and pedestrian use of the public right-of-way.
- Annual ADT Measurement.
- Percent of total businesses expressing commitment and buy-in to the TDM Program.
- Research and evaluation of available ridership data and costs for each potential additional transportation program.
- Partnerships with SCAG.

Task Force

Yes

Community Meetings

Yes

Lead City Council Member and Lead Departments

Council Member Göran Eriksson
Community Development
Public Works
Transportation



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.
- c. Initiate mandatory continuing education for specific job classifications.
- d. Implement a pre-supervisory academy to better prepare employees for promotional opportunities.
- e. Evaluate opportunities with West Los Angeles College and other efforts such as the New American Leaders Project.

Objective 2: Increase Diversity in the Workplace

Initiatives:

- a. 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.
- b. Develop and grow the City's image as a role model for equal opportunity, inclusion, and diversity.
- c. Provide training on inclusion and cultural sensitivity to reinforce the value of diversity.
- d. Consider the Government Alliance on Race and Equity (GARE) organization as a resource for potential training opportunities.

Goal Indicators

- a. Feedback from program participant and employee surveys.
- b. Number of student internships/mentorships provided, including those that are connected to the "My Brother's Keeper" initiative.
- c. Number of employees that successfully complete the pre-supervisory training program.
- d. Number of women, minorities, veterans, and people with disabilities who are hired, retained, and placed in positions of leadership.
- e. Number of employees trained using GARE resources.

Task Force

Yes

Community Meetings

Yes

Lead City Council Member and Lead Department

Council Member Meghan Sahli-Wells
Human Resources



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 1: Potential Retail Marijuana Excise Tax

Initiatives:

- a. Now that recreational marijuana has been legalized in California, the City Council will consider whether dispensaries will be permitted in Culver City.
- b. If permitted, the City Council would consider a marijuana tax for placement on the ballot during the April 2018 municipal election.
- c. Analysis by and recommendations from the Finance Advisory Committee (FAC) on a marijuana tax by the end of 2017.

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

Initiatives:

- a. 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.
- b. FAC consideration of whether to apply the Transient Occupancy Tax to short-term rentals (AirBNB, etc.) until formal regulations are adopted.
- c. FAC recommendation to the City Council by the end of June 2017
- d. City Council consideration of FAC's recommendation by September 2017.

Objective 3: Expansion of Funding Alternatives

Initiatives:

- a. FAC to explore potential public/private partnerships for the City.
- b. Continue to pursue grants to leverage City funding.
- c. Continue to support legislative measures to enhance City revenues.
- d. Research Service Broker Excise Fees.
- e. Coordinate efforts with the Culver City Chamber of Commerce.

Goal Indicators

- a. Meeting the timeframes listed will demonstrate whether this activity is proceeding as directed.
- b. Additional City revenues generated.
- c. Amount of City's General Fund Reserves.
- d. Number of new public/private partnerships.
- e. Number of grants sought and received by the City.

Task Force

Yes

Community Meetings

Yes

Lead City Council Member and Lead Departments

Vice Mayor Jeffrey Cooper

Finance

City Attorney's Office

Community Development



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

Objective 1: Define what it means to be a City of Kindness

Initiatives:

- a. Establish kindness guidelines and principles, utilizing input from staff, community stakeholders, and relevant websites.
- b. Use the Mayor and City Council Members in their official roles to discuss kindness with community groups and City staff.
- c. Use media and social media to promote the idea of kindness through articles and publishing acts of kindness.
- d. Consider the Moral Courage Project and existing Culver City Unified School District programs as resources.

Objective 2: Implement a Kindness Strategy within City government

Initiatives:

- a. Conduct regular meetings with Department Heads and employees.
- b. Review City policies and procedures for ways to incorporate kindness principles.
- c. Establish a baseline measurement for kindness within the City organization.

Objective 3: Conduct Outreach to Schools, Organizations, and Businesses about Kindness

Initiatives:

- a. Identify stakeholders, businesses, schools, and organizations to meet with to promote kindness principles.
- b. Establish a Citizen Task Force to receive and promote acts of kindness.
- c. Identify potential funding sources and solicit support and donations.
- d. Obtain letters of agreement from participating entities.

Objective 4: Become a City of Kindness

Initiatives:

- a. Join <http://cityofkindness.org/> to officially become a City of Kindness.
- b. Continue to promote, practice, and measure acts of kindness.
- c. Recognize acts of kindness through regular articles, social media posts, and an annual event.

Goal Indicators

- Number of social media posts related to kindness.
- Establishing a sign-up on the City's website.
- Number of meetings held with citizens to opt in and participate in the program.
- Number stakeholders who participate.
- Number of kindness opportunities (such as activities, events, programs and projects).
- Procedures created to incorporate kindness.
- Measurement of citizen satisfaction.
- Citywide kindness guidelines and practices developed.
- Measurement of residents' attitude.
- Annual recognition for participants.

Task Force

Yes

Community Meetings

Yes

Lead City Council Member and Lead Department

Mayor Jim B. Clarke
City Manager's Office