



CITY OF BEVERLY HILLS STAFF REPORT

Meeting Date: March 1, 2011
To: Honorable Mayor & City Council
From: Jeff Kolin, City Manager 
Megan Roach, Senior Management Analyst 
Subject: Presentation of City Strategic Plan and Draft Work Plans
Attachments: 1. City of Beverly Hills Strategic Plan 2011-2016

INTRODUCTION

This item provides the City Council with a report on the City's Strategic Plan, which includes goal statements, intended to guide and inform the City's work plan for the next five fiscal years. The Strategic Plan includes draft work plans for Fiscal Year 2011-12.

DISCUSSION

The economic recession of 2007-2010 and resulting budget reductions have created significant changes for the City organization. To respond to these changes and plan accordingly for the future, employees participated in a two-day workshop to develop a Strategic Plan. The Plan was developed to help the City Council establish priorities with input from City staff and make informed decisions in this climate of change. The Plan is intended to guide and inform several existing City strategic efforts, including individual department reorganization and strategic plans, the Economic Sustainability Plan and the City's Succession Plan.

The strategic planning process was initiated in fall of 2010 when the City Manager asked employees to participate in the workshop to share their insights and to develop strategic priorities for the City. It was also an opportunity for the City Manager to listen to everyone's opinions in order to build consensus about where the organization is going and to share these goals and recommendations with the City Council.

Seventy employees representing a cross-section of the organization attended the workshop, which consisted of presentations and exercises that were developed and facilitated by an employee planning team, led by the City Manager. At the end of the second day of the workshop, employees were asked to vote on their top five priorities, which led to the creation of eleven goal statements. The goal statements reflect employee input on the priority areas the City should focus on for the next five fiscal years. At the end of the workshop employees volunteered to be goal statement conveners and group participants to further refine the goal statements, develop objectives and in coordination with the departments, develop draft Fiscal Year 2011-12

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work plans. The goal statements were incorporated into the City Council's annual Priority Setting Session that occurred in December 2010. The City Council provided feedback on the goals and directed staff to develop work plans needed to implement the Strategic Plan.

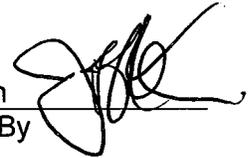
FISCAL IMPACT

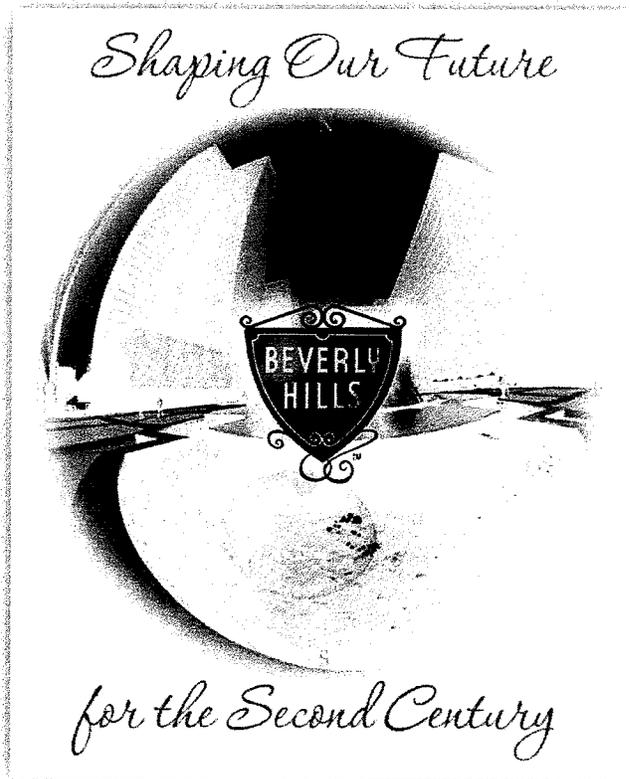
There are no recommended expenditures associated directly with this item. The Strategic Plan goal statements serve as a framework for departments to utilize in developing their annual work plans. Work plans will be accomplished through existing departmental resources and should additional resources be needed, they will be requested through the City's annual budget process.

RECOMMENDATION

It is recommended that the City Council implement the Strategic Plan. New issues, challenges, trends, and opportunities will emerge throughout the five-year life of the Plan. The City Manager's Office will initiate a biannual review of the Plan with the City Council to ensure it is consistent with Council priorities and is reflective of the current operating environment. In addition, quarterly meetings will be held with the goal statement groups to assess work plan progress and status updates will be provided to the City Council through the quarterly budget status reports.

Jeff Kolin
Approved By





**CITY OF BEVERLY HILLS
STRATEGIC PLAN**

2011-2016

Defining Beverly Hills only as alluring, with distinctive hotels, retail stores, restaurants, entertainment and headquarter businesses would overlook integral parts of what makes Beverly Hills so spectacular. Beverly Hills is one of the safest cities in America; has a dedicated and innovative city government and a community committed to education and culture.



Beverly Hills City Hall

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INTRODUCTION

Beverly Hills captivates the heart and inspires the imagination of people around the world. This world-class City offers the highest achievable quality of life and maintains a unique and friendly character for residents, businesses and visitors.

The economic recession of 2007-2010 and resulting budget cuts have created significant changes for the City organization. To respond to these changes and plan accordingly for the future, employees participated in a two-day workshop to develop a City Strategic Plan. The Strategic Plan was developed to help the City Council establish priorities and make informed decisions in this climate of change. By setting a direction and defining the path to get there, the strategy will focus efforts and position the City to improve the quality of life for the community now and in the future.

STRATEGIC PLANNING DEFINED

Strategic planning is a response to change – present and future. It is a process of envisioning a desired future and translating this vision into goals and objectives in a defined time frame within the organization's capacity for implementation. Strategic planning is the formal consideration of an organization's future course. All strategic planning deals with at least one of three questions:

1. *"What do we do?"*
2. *"For whom do we do it?"*
3. *"How do we excel?"*



PROCESS

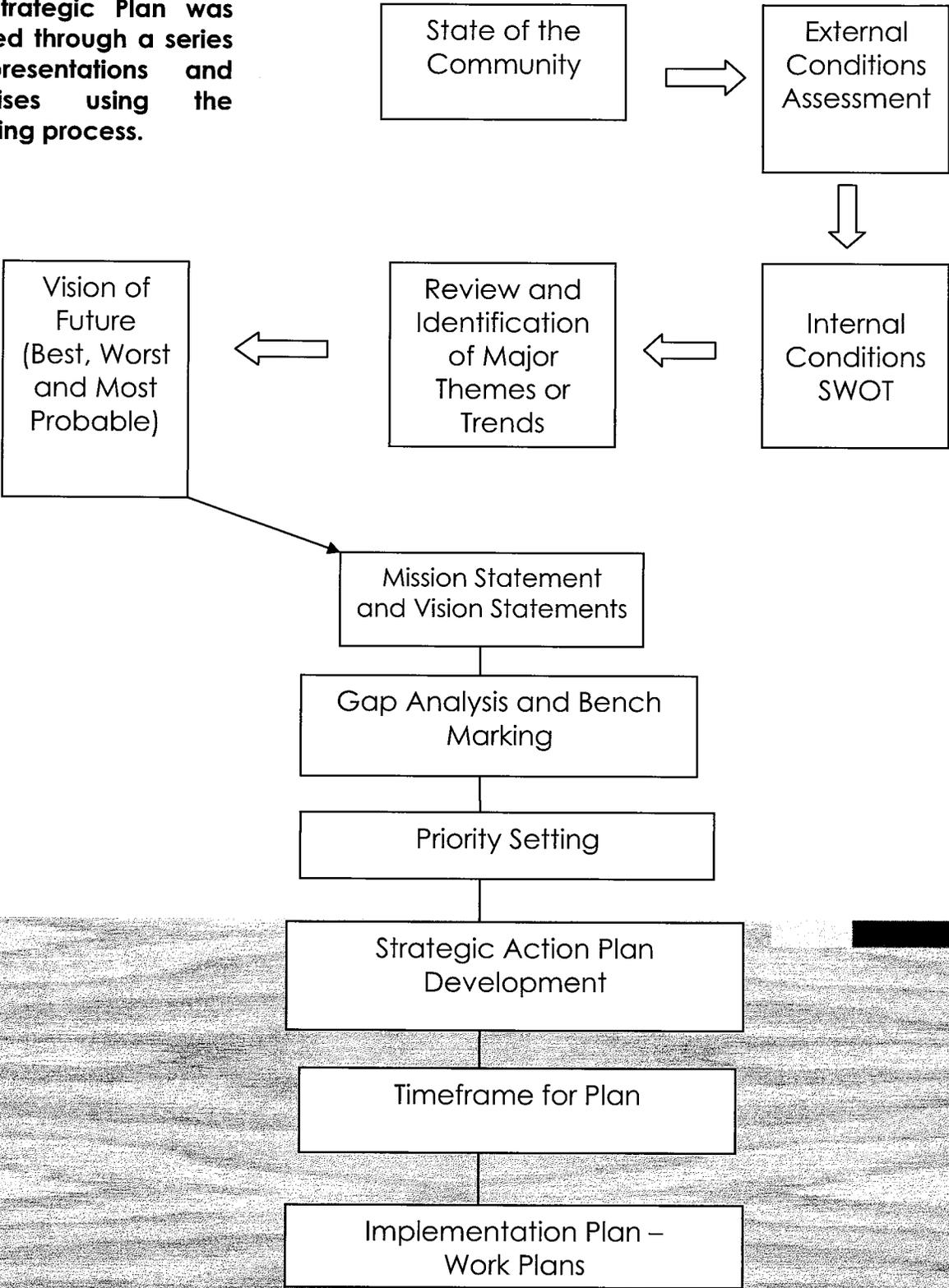
The strategic planning process was initiated in fall of 2010 when the City Manager asked employees to participate in a two-day workshop to share their insights and to develop strategic priorities for the City. It was also an opportunity for the City Manager to listen to everyone's opinions in order to build consensus about where the organization is going and to share these goals and recommendations with the City Council.

Seventy employees representing a cross-section of the organization attended the workshop, which consisted of presentations and exercises that were developed and facilitated by an employee planning team, led by the City Manager. The process undertaken by the planning team is explained in more detail on page four of the Plan. At the end of the second day, employees were asked to vote on their top five priorities, which led to the creation of eleven goal statements. The goal statements reflect employee input on the priority areas the City should focus on for the next five fiscal years.

At the end of the workshop employees volunteered to be goal statement conveners and group participants to further refine the goal statements, develop objectives and in coordination with the departments, develop draft Fiscal Year 2011-12 work plans. In addition, the goal statements were incorporated into the City Council's annual Priority Setting Session that occurred in December 2010. The City Council provided feedback on the goals and directed staff to develop work plans needed to implement the Strategic Plan.



The Strategic Plan was created through a series of presentations and exercises using the following process.



TERM AND SCOPE OF STRATEGIC PLAN

This Strategic Plan is intended to guide and inform planning done by the City for the next five fiscal years. The goal statements reflect broad priorities for the life of the Plan and work plans specify the focus for a particular fiscal year and will be reflected in that fiscal year's budget.

However, this is a dynamic and evolving Plan – created using an assessment of the economic climate and operating environment at a specific point in time. New issues, challenges, trends, and opportunities will emerge throughout the five-year life of the Plan. The City Manager's Office will initiate a biannual review of the Plan with the City Council to ensure it is consistent with Council priorities and is reflective of the current operating environment. In addition, quarterly meetings will be held with the goal statement groups to assess work plan progress and status updates will be provided to the City Council through the quarterly budget status reports.



PRESENTATIONS AND EXERCISES

STATE OF THE COMMUNITY

Description

To provide a summary presentation on the state of the community including: a brief history; the results of a recent survey on community priorities; a snapshot on perceptions of Beverly Hills, both from within the community and from outside; budget forecasts; and potential uses of technology.

Purpose

The purpose of the presentation was to provide background information on the community to frame the challenges and opportunities the City has now and in the future.

Process

The presentation was done through PowerPoint and included a pop quiz, City budget overview, a historical timeline of the City's development, City maps on display and historical videos for participants to view during breaks.

Outcome

The information provided in the presentation established an understanding of the organization for workshop participants and set the stage for the workshop exercises.



PRESENTATIONS AND EXERCISES

EXTERNAL CONDITIONS ASSESSMENT

Description

In small groups at each table, a facilitator guided the groups in identifying external conditions related to specific categories, one category at a time. The categories were: customers, regulators, competitors, resource providers, and the economy.

Purpose

The purpose of this exercise was to consider and discuss factors impacting the organization that are derived outside the organization. In essence, to surface the Strengths, Weaknesses, Opportunities and Threats that are external to the organization, through an exercise focused on assessing the external conditions.

Process

After the small group exercise, the identified conditions were compiled into a single "master" list for later consideration by the larger group.

Outcome

This exercise identified many factors for consideration and the group feedback from each category was utilized during later exercises.



PRESENTATIONS AND EXERCISES

INTERNAL CONDITIONS SWOT

Description

To collect participant perceptions on the current state of the organization through an internal SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats).

Purpose

A SWOT analysis is a directed process used to identify an organization's Strengths, Weaknesses, Opportunities, and Threats. This analysis is used to address strategic issues, refocus efforts and renew priorities. Strengths and Opportunities are often looked upon to overcome Weaknesses and Threats.

Process

A brief presentation was given to the participants describing the purpose of the SWOT along with instructions. Participants were given time to work at their assigned tables guided by the table facilitators. Written instructions along with four different colored index cards, each color representing S_W_O_T, were used to write down comments. The table facilitator began a dialogue with the intent to capture common themes. Quiet time was then provided to allow individuals an opportunity to write personal thoughts that they may not have been comfortable sharing openly. The index cards were deposited in a basket and collected at the end of each of the four exercises.

Outcome

Scribes transferred the information from the cards to poster boards to be displayed for all to see. This information was used during the Major Themes and Trends and Priority Setting exercises later in the workshop.



PRESENTATIONS AND EXERCISES

MAJOR THEMES AND TRENDS

Description

To review and identify major themes and trends as a result of the External Conditions Assessment and internal SWOT exercises.

Purpose

The major themes and trends formed the basis for the Priority Setting exercise on day two of the workshop.

Process

Each table was given a beach ball. Participants were asked to work as a team and write on the ball two major themes/trends they felt should be noted to be included in the next exercise. Participants were then asked to toss the beach ball to the next table when asked by the facilitator. The exercise continued for fifteen minutes at which time the balls contained a number of themes/trends. At the end of the fifteen minutes one person from each table was asked to read the themes/trends written on the ball. A final list of themes/trends was compiled and shared so that it was included in the next exercise.

Outcome

This exercise was productive in getting participants to begin consolidating themes/trends of significance based on consensus to include in the next exercise: Vision of the Future (Best, Worst and Most Probable).



PRESENTATIONS AND EXERCISES

VISION OF THE FUTURE

Description

To identify the best, worst and most probable case scenarios for the City. Tables were asked to work in groups to strategize ideas based on organizational, community, regulatory, and economic scenarios. Teams were given twenty minutes to come up with the worst case scenarios and twenty minutes to come up with the best case scenarios. Teams were given twenty minutes to come up with a State of the City Address using the most probable case scenario and one person from each table assumed the role of City Manager.

Purpose

To develop an "Opening Statement" for the City Manager to deliver in the State of the City Address in year 2014/2015 after weighing and discussing the worst and best case scenarios.

Process

Team members were encouraged to use a provided template to organize their thoughts and cover the aspects of the best and worst case scenarios. Members were also encouraged to think outside of the box to develop a working probable scenario.

Outcome

Ten different State of the City Addresses were delivered with the teams taking into consideration the most probable future for the City of Beverly Hills.



PRESENTATIONS AND EXERCISES

MISSION STATEMENT AND VISION STATEMENTS

Description

To review the City's five vision statements and determine if the City organization needs an overarching mission statement.

Purpose

To review the City's existing vision statements and to determine if a mission statement for the City is needed. If a mission statement is needed, to develop one.

Process

The facilitators discussed the difference between vision/mission and gave examples. They asked small groups to review the City's current vision statements and to determine whether a mission statement is needed. If the groups felt a mission statement was necessary, groups were asked to create one. Small groups shared the results of the exercise with the larger group. Some work was done to create a draft mission statement.

Outcome

Fifteen potential mission statements were developed. A group of volunteers was assembled to work with the City Manager after the workshop to finalize a mission statement.



PRESENTATIONS AND EXERCISES

GAP ANALYSIS AND BENCHMARKING

Description

To list key areas of the City's operations and processes; to identify organizations that perform similar functions with excellence – benchmark; and to determine the gap between the City and the benchmark organization.

Purpose

To help the City compare its *actual* performance with its *potential* performance by asking the questions: "Where are we?" and "Where do we want to be?"

Process

Working in small groups, attendees spent ten minutes listing key areas of the City's operations. The facilitator then worked with the groups to consolidate the ideas into a master list of the City's key operations and processes. The larger group was then asked, based on their opinion, to suggest benchmark agencies (public, private, internal, etc) for the City's key operations. Benchmarking is the process of comparing an organization's processes and performance metrics to industry bests and/or best practices from other industries. The facilitator listed the benchmark agencies next to the City's operations. Using a gap analysis technique, the larger group was asked to come to a consensus, based on their opinion and popular vote, on how well the City provides the service as compared to the benchmark agency – better, worse or the same.

Outcome

The group identified thirty-eight key City operations. The suggested benchmark agencies and rankings will be studied in more detail as the Strategic Plan is developed.



PRESENTATIONS AND EXERCISES

PRIORITY SETTING

Description

To prioritize areas to further develop a final list of issues/themes that would serve to help develop the action plan and timetable.

Purpose

To ensure all participants were given the opportunity to vote on items to develop a final list of issues/themes to focus on in the Strategic Action Plan.

Process

One person from each group was asked to distribute five blue dots and three red dots to each member of their team. Lists containing input from all of the exercises thus far were strategically placed throughout the room. Participants were asked to place their five blue dots on any of the items they felt were important to include in the City's Strategic Action Plan. Facilitators went around the room creating a list of items that had more than three votes. Items with the most votes were compiled on a final list. Participants were asked to place their three red dots on the final list. The final list was compiled and shared.

Outcome

The exercise was successful in achieving a consensus in creating a final list of issues/themes to include in the Strategic Action Plan.



PRESENTATIONS AND EXERCISES

STRATEGIC ACTION PLAN DEVELOPMENT

Description

To develop goal statements to contain the priorities identified for inclusion in the Strategic Plan.

Purpose

The exercise was intended to narrow multiple priorities into a smaller group of primary concepts from which goals would be developed to indicate how the attendees feel the City should proceed to address the priorities.

Process

The scores from the previous Priority Setting exercise were tallied. A general assessment of the priority values was performed to capture trends or themes. These trends, once identified, were used to help focus the group on the major themes. This included dropping items off the list or combining items the group decided to be overlapping or redundant. Scores for combined items were added and redundant items were crossed off. The goal was to reduce the priorities to major themes ideally five to ten themes total. The group was divided into smaller groups and each small group was tasked to develop a goal statement for how to address the priority. The goal statements were presented to the group for final feedback, editing and approval.

Outcome

Eleven goal statements were developed in an effort to address the intent of the priorities as expressed through the earlier exercises of the workshop. A convener was assigned to each goal statement and participants signed up to join groups for the goal statements.



PRESENTATIONS AND EXERCISES

TIMEFRAME FOR PLAN

Description

To contemplate optimal project schedules for the eleven goal statements identified during the strategic action plan development exercise.

Purpose

To encourage critical thinking in regards to the potential work effort needed to reach the goals identified.

Process

Participants were grouped in their teams and given blank Gantt charts. A Gantt chart is a type of bar chart that illustrates the start and finish dates for project elements. In this case, the groups were asked to consider the eleven goals developed during the previous exercise, and to identify in which fiscal year activities addressing the goals should begin. The groups were also asked to consider how many fiscal years it might take to reach the goal, and whether the outcome might signify a fundamental change in how the City operates.

Outcome

Participants worked in groups and developed project schedules for the eleven goal statements. After the workshop, the draft project schedules were taken into consideration when the goal conveners met with their groups to develop objectives and recommended work plan activities.



Special Thanks To:

The Workshop Planning Team and Facilitators

- **Greg Barton, Battalion Chief, Fire Department**
 - **Troy Bell, National Urban Fellow and Special Assistant, Policy and Management**
 - **George Chavez, Assistant Director/City Building Official, Community Development**
 - **Neil Comelo, Personnel Manager, Administrative Services**
 - **David Garrard, General Park Maintenance Supervisor, Community Services**
 - **Don Harrison, Budget and Revenue Officer, Administrative Services**
 - **Nancy Hunt-Coffey, Assistant Director, Community Services**
 - **Jeff Kolin, City Manager, Policy and Management**
 - **Erick Lee, Records and Jail Manager, Police Department**
 - **Chad Lynn, Director of Parking Operations, Public Works and Transportation**
 - **Pete Noonan, Associate Planner, Community Development**
 - **Terry Nutall, Sergeant, Police Department**
 - **Megan Roach, Senior Management Analyst, Policy and Management**
 - **Genevieve Row, Management Analyst, Community Services**
 - **Tania Schwartz, Management Analyst, Information Technology**
 - **Lourdes Sy-Rodriguez, Deputy City Clerk, City Clerk's Office**
-
- **The Goal Group Conveners and Participants as Listed in the Appendix**



455 N. Rexford Drive, Beverly Hills, CA 90210 | **ph** 310.285.1035 | **fx** 310.273.3078

www.beverlyhills.org



APPENDIX

Goal No. and Original Statement		(1) Increase Beverly Hills' Desirability as a Destination Through Reinforcing Its Brand and Seeking Unique Opportunities for Business Owners, Residents, and Guests		
Revised Goal Statement		Enhance Beverly Hills' Desirability as a Destination		
Goal Convener and Group Participants		Neil Comelo, Michelle Ramos-Vergara, David Lightner, Troy Bell		
No.	Objective	FY 2011/12 Recommended Work Plan	Recommended Department(s)	Comments
1	Produce platform of signature events and destination promotions	Develop a strategy with partner agencies for initiating new citywide special events	Policy & Management (lead) Community Services	Potential partners include Rodeo Dr Merchants, Canon Dr Assoc., CVB & Chamber
2	Create an appropriate Nightlife	In coordination with the business community, develop a plan to promote and establish nightlife uses in the City's business triangle	Policy & Management (lead) Administrative Services - Property Management Community Development	Also, evaluate feasibility of attracting a high-end movie theater Look at potential of leveraging City facilities in identifying nightlife opportunities
3	Increase "ease of use" to attract people to Beverly Hills	No work plan activity for FY 2011/12		
4	Attract an expanded demographic of younger, diverse clientele	No work plan activity for FY 2011/12		
5	Optimize the capacity of hotel space in the city	No work plan activity for FY 2011/12		



APPENDIX

Goal No. and Original Statement		(2) Cultivate High-value and Diverse Businesses that Promote Economic Sustainability, Leverage Brand Recognition and Value. Tools: Business Incentives for Environmental Best Practices, High Value Businesses (Unique)		
Revised Goal Statement		Promote Economic Sustainability Through Cultivating High-value, Diverse Businesses		
Goal Convener and Group Participants		Troy Bell, David Schirmer, Steve Zoet, Karen Fremming		
No.	Objective	FY 2011/12 Recommended Work Plan	Recommended Department(s)	Comments
1	Study commercial profitability based on existing revenue structure and expose gap opportunities to create menu of desirable businesses	As part of the Economic Sustainability Plan implementation, develop a mechanism for the City to track how well the completion of high priority projects affects the City's primary revenue streams; and utilize GIS map analytics to assess business, retail, arts and entertainment synergies and identify gaps	Policy & Management	Utilize baseline information from prior City studies and conduct business and sales tax evaluations to understand "best in class"
		Use GIS enabled database of all businesses in city	Information Technology	
2	Develop strategies to attract targeted fixed and non-fixed, high-value, diverse businesses	Examine feasibility of creating a program for commercial property owners that works to attract targeted high-value, diverse businesses to their locations	Policy & Management	High-value businesses provide maximum revenue, maximize synergy with other offerings, with minimal negative impact, expand brand, and improve quality of residential life



APPENDIX

Goal No. and Original Statement		(3) Develop a Model for a Fiscal Sustainability Plan. Estimate Future Unfunded Liabilities such as: Retirement Costs including Medical Retirement Costs, and Continue Developing a Plan to Address These Issues		
Revised Goal Statement		Improve Fiscal and Environmental Sustainability		
Goal Convener and Group Participants		Don Harrison, Troy Bell		
No.	Objective	FY 2011/12 Recommended Work Plan	Recommended Department(s)	Comments
1	Reduce unfunded liabilities	Quantify unfunded liability for pensions and post-retirement benefits; develop alternatives for benefit and pension levels and/or funding to reduce unfunded liabilities and identify impacts of alternatives	Administrative Services	
2	Manage debt and debt service costs	Quantify current outstanding debt and current and future debt service obligations; identify benchmarks for each and evaluate vs. current levels; and propose actions to achieve/maintain healthy levels of debt and debt service obligations	Administrative Services (lead) Policy & Management	
3	Effectively and efficiently manage capital improvements and facilities maintenance	Identify and/or compile: 1) the useful life of City facilities, replacement cost at conclusion of useful life, timing and cost of renovations/upgrades that will cost effectively preserve or extend the useful life of each facility; 2) the current recommended maintenance for all City facilities and the annual cost for each; and 3) current level of actual maintenance that is provided to each City facility	Public Works	Refer to Goal Group No. 4, Work Plan No. 2
4	Achieve/maintain enterprise fund solvency, budgetary balance and reserve requirements	Continue work with clean water fund begun during FY 2010/11	Public Works	
5	Achieve/maintain environmental sustainability through a variety of programs and initiatives as outlined in the Sustainable City Plan	Refer to the Sustainable City Plan.		



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Goal No. and Original Statement		(4) Prioritize Service Levels and Facilities Maintenance to Identify Gaps between Needs and Resources. Further, Identify Process Improvements and Revenue Opportunities that will Close the Gap		
Revised Goal Statement		Prioritize Service Levels and Maintenance Capabilities to Identify Gaps Between Needs and Resources and Initiate Process Improvements and Revenue Opportunities that will help Reduce or Eliminate the Gap		
Goal Convener and Group Participants		Steve Zoet, David Gustavson, David Garrard		
No.	Objective	FY 2011/12 Recommended Work Plan	Recommended Department(s)	Comments
1	Maintain all City-owned leased facilities through consistent standards identified in the lease agreements	Develop recommendations for uniform, achievable standards for all leased facilities whenever possible	Administrative Services – Property Management (lead) Public Works, Community Services	
2	Properly fund the additional cost of maintaining existing properties and those that are added to the City's inventory and provide for ongoing maintenance in future years with City Council approval	Examine the most efficient and effective means to maintain properties, the costs associated with maintenance and where possible, apply national standards to building and grounds maintenance to help assure acceptable conditions	Administrative Services - Property Management (lead) Public Works – Parking, Community Services	
3	Identify the appropriate level of contract staff and/or City employees required to properly service and maintain leased and non-leased facilities	Assign existing resources and workforce to provide the best maintenance possible and annually review and modify standards based on resource availability	Public Works (lead) Community Services	Assure that when additional inventory is added resources are commensurately allocated to maintain all facilities to standards consistent with the City's brand rather than diluting. Review inventory annually as part of City's budget process



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Goal No. and Original Statement		(5) Implement and Maintain the Citywide Customer Service Standards and Efficiently Work Together and Hold Departments and Individuals Accountable to the Standards. <u>Development Review Process</u> - Improve the Permit Center's Ability to Seamlessly Issue Permits Through a More (Streamlined) Interdepartmental Collaboration		
Revised Goal Statement		Deliver Excellent, Consistent Customer Service		
Goal Convener and Group Participants		Susan Healy Keene, Jesse De Anda, George Chavez, Donna Jerex, Chad Lynn, Troy Bell, Megan Roach		
No.	Objective	FY 2011/12 Recommended Work Plan	Recommended Department(s)	Comments
1	Understand customer needs and expectations	Initiate a bi-annual customer satisfaction survey to residents and businesses	Policy & Management	
		Examine other methods for obtaining customer feedback including comment cards, counter surveys and website surveys	All Departments	Recommended baseline for department work plans is 30 hours
2	Outreach and inform on City processes	Identify core City processes/services and create flow charts to explain and place on website and in pamphlets	Policy & Management (lead) All Departments	Recommended baseline for department work plans is 50 hours
3	Simplify service delivery	Implement technology and equipment to streamline the City's development review process	Community Development (lead) Public Works, Finance, Fire	
4	Create a culture of service and empower employees to solve problems	Publish City's Customer Service Standards as an Administrative Regulation and provide training	Administrative Services	
5	Evaluate outcomes to continuously improve customer service	No work plan activity for FY 2011/12		



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Goal No. and Original Statement		(6) Recognize a Continually Changing Environment by Rethinking Processes, Exploring, and Developing a Citywide Re-organization Plan that Balances Service Levels and Cost Efficiency. Consider: Alternative Work Schedules, Different Organizational Structure and an Approach to Employee Concerns about Change		
Revised Goal Statement		Develop Our City Organization by Rethinking Processes and Creating Opportunities in a Continually Changing Environment		
Goal Convener and Group Participants		Nancy Hunt-Coffey, Michelle Ramos-Vergara, Genevieve Row, Julie Kahn, Megan Roach		
No.	Objective	FY 2011/12 Recommended Work Plan	Recommended Department(s)	Comments
1	Evaluate service delivery process to elevate cost efficiencies while minimizing future liabilities without compromising quality of service delivery	Re-examine the 2008 Alternative Work Schedule Study	Policy & Management (lead) Administrative Services	
2	Enlist, empower, and equip employees to partner with policymakers to respond to change	Promote the revamped Employee Innovations Program as a mechanism for employees to provide suggestions and ideas for improvement	Administrative Services	Create a web-based application on the Bevy
		Review department processes and reorganization studies in conjunction with best practices in other organizations and develop recommendations for citywide reorganization opportunities to review with City's Executive Management Team	Policy & Management	Create an interdepartmental team that includes a cross-section of "strategic thinker" employees



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Goal No. and Original Statement		(7) Expand Use of Technology to Enhance Internal and External Communication and Services, Secure Public Safety, Foster Green Initiatives and Gain Economic Efficiencies. Commit Resources to Implement Targeted Wireless Technology to Enhance the City Experience for our Residents, Visitors, and Business Community		
Revised Goal Statement		Expand Use of Technology to Enhance Internal and External Communication and Services, Secure Public Safety, Foster Green Initiatives and Gain Economic Efficiencies. Commit Resources to Implement Targeted Wireless Technology to Enhance the Experience for our Residents, Visitors, and Business Community		
Goal Convener and Group Participants		David Schirmer, Tania Schwartz, Ari Trompeta, Arnetta Eason, Troy Bell		
No.	Objective	FY 2011/12 Recommended Work Plan	Recommended Department(s)	Comments
1	Improve communications	Revamp website navigation with a public-focus on transactional tools	Information Technology (lead) Policy & Management	2011 Deliverables: new navigation, additional content available from homepage. Portal creation. Future initiatives include digital signage, streamlined eNotices, better leverage push technology
		Produce original television content consistent with City's message and strategic communications plan	Information Technology (lead) Policy & Management	Fully leverage investment in City's cable studio, includes production of sizzle reel for hotel tourism channel
		Expand use of desktop-based communication tools (IM, Video, mail, phone)	Information Technology (lead) All Departments	Includes virtual meetings, mobility applications (find me follow-me)
2	Expand services	Increase eGov offerings	Information Technology All Departments	2011 Deliverables: CD: workflow, PD: fingerprint, pay-to-stay, subpoena and discovery system, AS: 360, mentor, forms application, performance appraisal. Future initiatives include resident parking program, centralized service request numbers, ERP eGov applications, RFID/inventory management, data lifecycle management
		Expand mobile workforce	Information Technology (lead) CD, PW, PD, Fire	2011 Deliverables: mobile code enforcement officers, building inspectors, water personnel, library personnel, fire inspections. Future initiatives include AVL for non-PS vehicles, ranger applications, wi-fi phones (cellular to wi-fi), iPad, iPhone apps



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		Expand utilization of GIS	Information Technology (lead) All Departments	2011 Deliverables: user groups, training, discovery custom application, upgraded web-based applications, revenue modeling/forecasting, enhanced spatial analysis
3	Enhance public safety	Expand camera installations at key intersections	Information Technology (lead) Police, Public Works	2011 Deliverables: identification of intersections, upgrade of existing fleet to h.264, infill of camera, mobile cctv
		Augment ALPR system with additional fixed sites and leverage existing camera expert systems for additional ALPR resources	Information Technology (lead) Police, Public Works	
		Implement state of the art CAD/RMS system integrated into Virtual Beverly Hills	Information Technology (lead) PD, Fire, Policy & Mgmt	Major enhancements to VBH underway, 24 month CAD project kicked-off in January
4	Remote workforce/business continuity (green/sustainable)	Enable secure/seamless remote access "anytime/anywhere"	Information Technology (lead) All Departments	Deliverables include: simplified network access, remote office, seamless remote communications
5	Enable wireless technology (enhance experience for residents, businesses and visitors)	Deploy next-generation wireless in Library to serve as model for campus facilities	Information Technology (lead) Community Services	



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Goal No. and Original Statement		(8) Work Together Across Departmental Lines, Maintain Excellent Service of Public Safety, Emergency Preparedness, Prevention, Response, Mitigation and Recovery by Leveraging Technology, Regional Collaboration and Community Preparation		
Revised Goal Statement		Strengthen by Working Together Across Departmental Lines the Effectiveness and Preparation of our Excellent Public Safety, Emergency Management Resources by Leveraging Technology, Collaboration, Employee and Community Participation		
Goal Convener and Group Participants		Mitch Furman, Pamela Mottice-Muller, Anne Marie Lunsman, Lema Kebede		
No.	Objective	FY 2011/12 Recommended Work Plan	Recommended Department(s)	
1	To strengthen the City's multidepartment response to incidents, emergencies and disaster	To develop and implement a multidepartment training program at minimum once a year	Policy & Management – Emergency Management	
2	Revitalize the City's community outreach program	Examine the feasibility of reinstating the CERT and Fire Prevention (Fire) and Neighborhood Watch Programs (Police)	Fire <i>(as indicated)</i> Police <i>(as indicated)</i>	
		Hold stakeholder summit to include leaders from business, government, non-profits, faith/community based, medical and school communities	Policy & Management – Emergency Management	
3	Increase internal utilization of current and new technologies to enhance day-to-day public safety response and all phases of emergency management (i.e. Virtual BH, WebEOC, etc)	Develop and hold educational training programs for those using the current technologies	Information Technology	
		Solicit input from user departments to expand our technology to improve and provide for additional functionality	Information Technology	



APPENDIX

Goal No. and Original Statement		(9) Develop a Consistent Human Resources Recruitment Process		
Revised Goal Statement		Expand and Communicate Established Human Resources Processes That are Consistent and Equitable to Build Trust		
Goal Convener and Group Participants		Terry Nutall, Genevieve Row, Erika Lampkin, Michal Masini, Tania Schwartz		
No.	Objective	FY 2011/12 Recommended Work Plan	Recommended Department(s)	Comments
1	Establish clear and consistent HR processes	Review, analyze and define HR processes to be documented and adopted by all parties involved	City Manager, Human Resources, Department Heads and Cross-section of Employees	Establish an ACM level <i>ad hoc</i> committee to provide analysis and make recommendation on findings for implementation and utilize Communications Office as a resource
2	Define roles and responsibilities	Establish service level agreements that include areas of flexibility in the hiring process for department executives as well as timelines	City Manager, Human Resources, Department Heads and Cross-section of Employees	Fill or Not Fill vacancies, determine level of position, internal/external recruitments
3	Communicate adopted HR processes	Communicate HR processes internally and externally through various media	Administrative Services – Human Resources	Utilize the Bevy, NeoGov, Employee Newsletter, schedule regular meetings between HR and Departments, provide HR binders to all Bargaining Groups and Departments
4	Educate staff on adopted HR processes	Implement citywide training	Administrative Services – Human Resources	Provide training on NeoGov, HR Processes 101, HR/Employee Relations (by an outside source) Include LCW and Training Coaches



APPENDIX

Goal No. and Original Statement		(10) Develop Management Skills and Internal Communication to Create Accountability and a Workplace That's Enjoyable and Challenging to Improve Morale and Trust		
Revised Goal Statement		Develop Management Skills and Internal Communication to Create Accountability, a Workplace That's Enjoyable To Improve Morale and Build Trust		
Goal Convener and Group Participants		Nicole McClinton, Aisha Ribba, Daphne Behrmann, Michal Masini, Erika Lampkin, Peter Noonan		
No.	Objective	FY 2011/12 Recommended Work Plan	Recommended Department(s)	Comments
1	Improve morale and build trust	Develop an anonymous survey for staff to take, ensuring non-leading questions and providing a secure, completely anonymous setting to promote honest feedback on employee satisfaction with current City initiatives to boost morale, build trust and promote accountability and identify those activities that inhibit morale, trust, and accountability.	Policy & Management	A consultant should be hired to construct objective survey questions and to administer the survey to ensure objectivity and accuracy.
2	Create accountability and a workplace that's enjoyable	No work plan activity for FY 2011/12		



APPENDIX

Goal No. and Original Statement		(11) Continue to Develop, Refine and Institute a Succession Plan with Emphasis on Creating Promotional Opportunities, Capturing Institutional Knowledge, Mentoring and Organizational Cross-training, Prepare People to Compete		
Revised Goal Statement		This goal statement was not recommended for revision		
Goal Convener and Group Participants		Mahdi Aluzri, Jeff Grijalva, Jesse De Anda, Kevin Watson, Karine Shirinian		
No.	Objective	FY 2011/12 Recommended Work Plan	Recommended Department(s)	Comments
1	Succession Planning	Begin development of Bench Strength Pool candidates	Administrative Services – Human Resources	This will be done by the Bench Strength Pool candidate with assistance from their coach, mentor and supervisor
		Evaluate Succession Planning Program to determine if it meets City's objectives	Administrative Services – Human Resources	
2	Mentoring	Evaluate Mentoring Program to determine if it meets City's objectives	Administrative Services – Human Resources	
3	Capturing Institutional Knowledge	Identify critical functions and roles within the department and create desk manuals to capture institutional knowledge.	All Departments	Recommended baseline for department work plans is 80 hours
4	Cross Training	No work plan activity for FY 2011/12		
5	Promotional Opportunities	No work plan activity for FY 2011/12		