



STAFF REPORT

Meeting Date: March 6th, 2012
To: Honorable Mayor & City Council
From: Jeff Kolin, City Manager
Serena Johns, Management Analyst 
Subject: Presentation of City Strategic Plan Mid-Year Update
Attachments: 1. City Strategic Plan **Work Plan Updates Exhibit**
2. City Strategic Plan **Accomplishments and Next Steps**

INTRODUCTION

This item provides the City Council with a report on the City's Strategic Plan mid-year update. The City's Strategic Plan includes goal statements that guide the City's work plans over the next five fiscal years. The mid-year Strategic Plan update includes the status of approved work plans for Fiscal Year 2011-2012 and draft work plans for 2012-2013.

DISCUSSION

The strategic planning process was initiated in the fall of 2010 when the City Manager asked employees to participate in a workshop to share their insights and to develop strategic priorities for the City. It was an opportunity for the City Manager to listen to staff's opinions in order to build consensus about where the organization is going and to share these goals and recommendations with the City Council. In March of 2011, the City Council approved the five-year Strategic Plan and the goals and objectives associated with each goal statement.

Eleven goal statements were identified and are listed in the provided exhibit with a more detailed explanation of objectives, work plan items, and percentage complete. These goal statements are in line with City policy and ideals reflected in the five vision statements and the General Plan. The eleven goal statements revolve around four themes: *Economic Sustainability, Fiscal Sustainability, Organizational Development, and Environmental Sustainability*. A total of forty-six work plan items were developed for Fiscal Year 2011-2012 to ensure the goal statements could be fulfilled within the five year timeline. In 2011-2012 over 35,000 staff hours were dedicated to completing these work plan items.

Led by the City Manager, twelve employees representing a cross-section of the organization are responsible for the oversight and assistance of implementing the goal statements to ensure timely and efficient progress is made. Quarterly meetings are held with this group to discuss work plan progress, track individual results achieved, identify challenges, and discuss next steps.

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As part of the mid-year review, the group has identified the work plans that will continue to be implemented in the next fiscal year and has identified new initiatives that will be added to Fiscal Year 2012-2013 department work plans. These will be brought to the City Council for consideration in May as a part of the budget approval process.

FISCAL IMPACT

At this time, there are no recommended expenditures associated directly with this item. Along with City Council identified priorities, 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 review the outlined exhibit and work plans to ensure they are consistent with Council priorities and are reflective of the current operating environment. In addition, quarterly meetings will continue to be held with the goal statement groups to assess work plan progress and status updates will be provided to the City Council through a biannual review.



Jeff Kolin
Approved By

Attachment 1

Strategic Plan Mid-Year Update Exhibit : Percent Complete, Assigned Departments

Goal #	Goal and Work plan	Convener Contact/ Percent Complete	ASD	Policy and Management	Public Works	Fire	Police	Community Services	IT	Community Development	City Clerk
1	Goal #1 - Enhance Beverly Hills' Desirability as a Destination	Megan Roach, P&M									
1.1	Develop a Strategy with partner agencies for initiating new citywide special events	75%		X							
1.2	In coordination with the business community develop a strategy to promote and establish nightlife uses in the City's Business triangle and other key commercial areas.	20%	X	X						X	
2	Goal #2 - Promote Economic Sustainability Through Cultivating High-Value, Diverse Businesses	Karen Fremming, ASD	ASD	Policy and Management	Public Works	Fire	Police	Community Services	IT	Community Development	City Clerk
2.1	As part of the Economic Sustainability Plan- 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	20%		X					X		
	Use GIS enabled database of all businesses in the city	100%							X		
2.2	Begin implementation of Small Business Task Force Recommendations. Incorporate business diversity initiatives and attract a balance of high end and community serving businesses.	30%		X							
3	Goal #3 - Improve Fiscal and Environmental Sustainability	Don Harrison, ASD	ASD	Policy and Management	Public Works	Fire	Police	Community Services	IT	Community Development	City Clerk
3.1	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	75%	X								
3.2	Quantify current outstanding debt and current and future debt service obligations; identify benchmarks for each and evaluate vs current levels; propose actions to achieve/maintain healthy levels of debt and debt service obligations	40%	X	X							
3.3	Identify and/or complete- 1) the useful life of City facilities, replacement cost at conclusion of useful life, timing and cost of renovations/upgrades that will 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	25%			X			X			
3.4	Continue work with clean water fund	10%			X						
3.5	Achieve/Maintain environmental sustainability through a variety of programs and initiatives as outlined in the Sustainable City Plan	10%									
4	Goal #4 - Prioritize Service Levels and Maintenance Capabilities to Identify Gaps Between Needs and Resources	Steve Zoet, CS	ASD	Policy and Management	Public Works	Fire	Police	Community Services	IT	Community Development	City Clerk
4.1	Develop recommendations for uniform, achievable standards for all leased facilities whenever possible	100%	X		X			X			
4.2	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.	75%	X		X			X			
4.3	Assign existing resources and workforce to provide the best maintenance possible and annually review and modify standards based on resource availability	75%			X			X			

Strategic Plan Mid-Year Update Exhibit : Percent Complete, Assigned Departments

5	Goal #5 - Deliver Excellent, Consistent Customer Service	Susan Healy Keene, CD	ASD	Policy and Management	Public Works	Fire	Police	Community Services	IT	Community Development	City Clerk
5.1	Initiate a bi-annual customer satisfaction survey to residents and businesses	10%	X	X							
	Examine other methods for obtaining customer feedback including comment cards, counter surveys and website surveys	25%	X	X	X	X	X	X	X	X	X
5.2	Identify core City processes/services and create flow charts to explain and place on website and in pamphlets	20%	X	X	X	X	X	X	X	X	X
5.3	Implement technology and equipment to streamline the City's development review process	100%			X	X				X	
5.4	Publish City's Customer Services Standards as an Administrative Regulation and provide training	40%	X								
5.5	Evaluate outcomes to continuously improve customer service.		X	X	X	X	X	X	X	X	X
6	Goal #6 - Develop the Organization by Rethinking Processes and Creating Opportunities in a Continually Changing Environment	Nancy Hunt-Coffey, CS	ASD	Policy and Management	Public Works	Fire	Police	Community Services	IT	Community Development	City Clerk
6.1	Re-examine the 2008 alternative work schedule study	25%	X								
6.2	Promote the revamped Employee Innovations Programs as a mechanism for employees to provide suggestions and ideas for improvement	100%	X								
6.3	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	15%		X							
7	Goal #7 - Expand the Use of Technology	David Schirmer, IT	ASD	Policy and Management	Public Works	Fire	Police	Community Services	IT	Community Development	City Clerk
7.1	Revamp website navigation with a public focus on transactional tools	50%									
	Produce original television content consistent with City's message and strategic communications plan	50%							X		
	Expand use of desktop based communications tools	20%	X	X	X	X	X	X	X	X	X
7.2	Increase eGov offerings	50%	X	X	X	X	X	X	X	X	X
	Expand mobile workforce	20%			X	X	X		X	X	
	Expand utilization of GIS	50%	X	X	X	X	X	X	X	X	X
7.3	Expand camera installations at key intersections	33%			X		X		X		
	Augment ALPR system with additional fixed sites and leverage existing camera expert systems for additional ALPR resources	100%			X		X		X		
	Implement state of the art CAD/RMS system integrated into VBH	50%		X		X	X		X		
7.4	Enable secure/seamless remote access "anytime/anywhere"	20%	X	X	X	X	X	X	X	X	X
7.5	Deploy next-generation wireless in Library to service as model for campus facilities	100%						X	X		
8	Goal #8 - Work Across Department Lines to Strengthen Public Safety and Emergency Management Resources	Pamela Mottice Muller, P&M	ASD	Policy and Management	Public Works	Fire	Police	Community Services	IT	Community Development	City Clerk
8.1	To develop and implement a multidepartment training program.	100%		X							
8.2	Examine the feasibility of reinstating the CERT, Fire Prevention and Neighborhood Watch Programs	100%		X		X	X				
	Hold Community Emergency Management Stakeholder Summit to include leaders from business, government, non-profits, faith/community based, medical and school communities	50%		X							
8.3	Develop and hold educational training programs for those using the current technologies	50%		X		X			X		
	Solicit input from user departments to expand our technology to improve and provide for additional functionality	100%							X		

Strategic Plan Mid-Year Update Exhibit : Percent Complete, Assigned Departments

9	Goal #9 - Expand and Communicate Human Resources Processes That are Consistent and Equitable to Build Trust	Tania Schwartz, IT	ASD	Policy and Management	Public Works	Fire	Police	Community Services	IT	Community Development	City Clerk
9.1	Review, analyze and define HR processes to be documented and adopted by all parties involved	100%	X	X							
9.2	Establish service level agreements that include areas of flexibility in the hiring process for departent executives as well as timeliness	100%	X	X							
9.3	Communicate HR procsses, internally and externally through various media	75%	X								
9.4	Implement citywide training	70%	X								
10	Goal #10 - Develop Management Skills and Internal Communication to Create Accountability, a Workplace That's Enjoyable and to Improve Morale and Build Trust	Nicole, McClinton, IT	ASD	Policy and Management	Public Works	Fire	Police	Community Services	IT	Community Development	City Clerk
10.1	Develop an anonymous survey for staff to take - improve morale and build trust	60%		X							
10.2	Create accountability and a workplace that's enjoyable		X	X	X	x	X	X	X	X	X
11	Goal #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	Mahdi Aluzri, P&M	ASD	Policy and Management	Public Works	Fire	Police	Community Services	IT	Community Development	City Clerk
11.1	Begin development of Bench Strength Pool Candidates	30%	X								
	Evaluate Succession Planning Program to determine if it meets City's objectives	70%	X					X			
11.2	Evalaute Mentoring Program to determine if it meets City's objectives	40%	X								
11.3	Identify critical functions and roles within the department and create desk manuals to capture institutional knowledge	50%	X	X	X	X	X	X	X	X	X
11.4	Cross Training		X	X							X
11.5	Promotional Opportunities										X

Attachment 2



Strategic Plan Accomplishments

Goal # 1 – Enhance Beverly Hills’ Desirability as a Destination

2011-2012 Accomplishments

- The CVB and Rodeo Drive Committee continue to generate event reports to measure the economic impact of events they put on in Beverly Hills. Both agencies have established specific criteria to determine whether the City and their agency should sponsor new special events (i.e. Sparkle 90210, Chinese New Year). This criteria includes that new events should generate a significant ROI for the City and partner agency including the ability to drive merchant traffic and generate revenue, as well as enhance the Beverly Hills brand.
- The City’s new partnership with Swarovski Elements this past holiday season for the decor program and interactive shopping experience on Rodeo Drive included an unveiling ceremony, social media campaign and shopping promotions. Staff is in the process of evaluating the success of this program.
- At the request of the CM and ACM at last quarter’s meeting, staff researched the Chamber’s prior work on the subject of nightlife and the stakeholder meetings that the Chamber held with members of the business community.
- The Chamber provided staff with minutes from the two stakeholder meetings, but they did not produce formal recommendations for the development of a nightlife strategy. Staff will continue to explore ways to enhance nightlife in the business triangle (i.e. through the recommendations of the Small Business Task Force; the creation of new special events that encourage retailers to stay open later; and through further development/promotion of the Annenberg Performing Arts Center).

Next Steps:

Continue to work with partner agencies to develop existing and new special events as well as relevant performance measures. Continue exploring nightlife opportunities for the City’s business triangle. Look into developing a formal nightlife strategy.



Strategic Plan Accomplishments

Goal #2 - Promote Economic Sustainability Through Cultivating High-Value, Diverse Businesses

2011-2012 Accomplishments

- The City's Economic Sustainability Plan contains four pillars each with priority projects. Phase 1 of implementation includes developing performance measures for the priority projects. Angie Molina, the City's National Urban Fellow, will conduct research and develop recommendations for performance measures during Q2 and Q3 of this fiscal year.
- Created preliminary GIS database of business, property, and sales tax as well as a 3D visual display.
- Conducted demonstration for a CMO representative as background for additional data and information needs.
- Small Business Task Force produced a report of findings and recommendations to attract and retain small business to present to City Council on March 6th.

Next Steps:

The Small Business Task Force will be presenting its findings on March 6th. Requests have been submitted for next year's CIP budget for enhancements to improve pedestrian ambiance experience. Staff will continue to identify and track Performance Measures. Continue to refine GIS Database (data acquisition, requirements gathering, development, demonstration, and enhancements).



Strategic Plan Accomplishments

Goal #3 – Improve Fiscal and Environmental Sustainability

2011-2012 Accomplishments

- Miscellaneous and Safety PERS Normal Accrued Liability, Value of Assets and Unfunded liability have been updated through June 30, 2010.
- Post-retirement benefits Normal Accrued Liability, Value of Assets and Unfunded liability have been updated through June 30, 2011.
- Current outstanding debt and all future payments for same have been updated as of June 30, 2011.
- All City facilities have been assigned asset numbers in the Hansen system
- Work is underway to list all mechanical equipment and systems at all City facilities
- Preventive maintenance (PM) processes to inform users of needed service are being initiated through the Hansen System, this will include the collection of data for each facility and component equipment and systems including date of purchase, original cost, Warranty information, life cycle etc.

Next Steps:

Identify and present benchmarks for outstanding debt and debt service obligations. Compare current situation to benchmarks above. Develop alternatives for benefits and pension levels or other/new funding to reduce unfunded liabilities and identify impacts of the alternatives developed above. Continue development of PM schedules to close the finding gap and relieve the required General Fund Subsidy and compare to current maintenance level. Staff will research progress on the Environmental Sustainability Plan and Clean Water Fund which is a part of a multi-jurisdictional effort.



Strategic Plan Accomplishments

Goal #4 - Prioritize Service Levels and Maintenance Capabilities to Identify Gaps Between Needs and Resources

2011-2012 Accomplishments

- HVAC maintenance and replacement schedules have been finalized.
- Roofing replacement has been completed on most of the civic center facilities and other needs are currently being analyzed for incorporation into the CIP budget development process.
- Structural analysis is being performed on City-owned buildings, along with the documentation and standardization of other facility infrastructure maintenance tasks and needs.
- Parks maintenance staff developed and continues to prove their abilities to achieve and maintain higher standards.
- Time on task requirements have been identified which now allows for enhanced tracking and priority scheduling to occur resulting in better utilization of staff time and resources.
- Contracted service provider TruGreen Landcare has posted and is being held accountable to a performance bond that will help assure their compliance with the enhanced terms and conditions associated with their new contract. Through its implementation, the City is now able to utilize a responsive and penalty-based management tool.

Next Steps:

Sufficiently identify and fund all future maintenance needs for buildings and grounds as new or renovated resources are added to the City's inventory. Ongoing maintenance requirements need to be identified as part of the CIP approval process. Sufficient funds need to be applied to future budgets to provide for the proper care and preservation of the City's capital investments and to meet clientele level-of-service expectations. Staff will assure that



Strategic Plan Accomplishments

estimates are obtained from architects regarding estimated ongoing maintenance costs, equipment replacement cycles and related budget management tools.

Staff will continue with the use and refinement of the Efficiency Rating methods to help assure that we are achieving intended outcomes, including quick response times and proper allocations. Strict enforcement of all contracted Scope of Work standards will occur through ongoing assessments and financial penalties will be implemented where appropriate for any non-compliance offenses.



Strategic Plan Accomplishments

Goal #5 – Deliver Excellent Consistent Customer Service

2011-2012 Accomplishments

- Identified a subcommittee who has compiled a list of current practices for obtaining customer satisfaction surveys around the City.
- Community Development drafted customer service surveys for the building construction process, plan review services, and inspection services that are to be finalized for a launch in the second quarter.
- Customer feedback through Comcate is being reviewed as a potential information tool.
- Plan Review and building inspection surveys are currently posted on their respective web pages.
- A Customer Service Committee was created and a new Customer Service Enhancement project is starting with outside evaluations of service being conducted at random intervals and within various City departments.
- All Departments have identified an individual who will be inventorying department processes and a designated group of representatives will be mapping the processes. Community Development processes have been documented and categorized and will be merged into a city-wide master document.
- The Internal Development Review Taskforce was created and meets bi-weekly to identify and resolve issues.
- The Mayor's Taskforce on Government Efficiency met with key stakeholders, including residents, business and property owners, and applicant representatives to hear concerns with current processes. These meetings are 100% complete. The outcome resulted in over 70 recommendations. Many of the recommendations have been implemented and remaining items are being included in the Department's upcoming 2012-2013 work plan.



Strategic Plan Accomplishments

- Proposed code amendments to address the “70 Day Restaurant Challenge” were reviewed by Planning Commission and their approved recommendation will advance to City Council. (100% Complete)
- Contract for electronic plan review software (ProjectDox) was approved by City Council. Initial work completed by IT. (100% Complete)
- ProjectDox’s software has been installed
 - o Staff training complete
 - o Customer training and outreach underway
 - o WebPages being developed
 - o Go live to the public on March 26.
- Administrative Services and IT initiated efforts to obtain a new Enterprise Software Program (ERP). Vendor has been selected and was approved by the City Council and acquisition process has been initiated. (100% Complete)

Next Steps:

A Resident and Business Satisfaction survey will be conducted towards the end of June 2012. Departments will continue to develop surveys for programs that do not have a method of obtaining feedback. Expand process inventory process to create flow charts, user friendly brochures and pamphlets for the public. Customer service evaluations will occur every six months over the next two years to establish baseline customer service standards and identify future needs and trainings.



Strategic Plan Accomplishments

Goal #6 – Develop the Organization by Rethinking Processes and Creating Opportunities in a Continually Changing Environment

2011-2012 Accomplishments

- The 2008 Alternative Work Schedule Study has been reviewed. Questions regarding work schedule have been incorporated into the employee satisfaction survey.
- Departments have identified individuals who will be members of a department processes and reorganization studies review team. Departments have inventoried processes and internal audits have been compiled.

Next Steps:

Review survey analysis and recommendations and present to Executive staff and Council. Meetings are set for May to discuss project timeline and review audits recommendations. Staff will identify priority processes to be evaluated and make recommendations for service delivery improvements.



Strategic Plan Accomplishments

Goal #7 – Expand the Use of Technology

Accomplishments 2011-2012

- Developed new Website: Began web content management training and uploading content to the new website.
- Digital Signage: Implemented new infrastructure in support of rollout of Digital Signage.
- Television Production: CATV developed five new original production videos, plus eleven Inside Beverly Hills programs in the new production studio.
- Internal Communications: Began testing new communications technologies and developed roll-out plan for converged communications.
- eGov: Developed new apps for transactional activities, integrated them into new website, and developed mobile apps.
- Mobile workforce: Implemented new infrastructure to rollout new simplified secure remote access protocols.
- Wireless: Deployed wireless access to nine blocks in the Business Triangle, engineered next generation wireless technology for Fire Station #1 and City Hall to allow for enhanced wireless connectivity.
- Expanded CCTV program by implementing five new cameras at key intersections.

Next Steps:

Launch website and new features. Expand wireless to more areas of the triangle, City Hall, and fire stations. Produce new City-focused videos. Expand smartphone apps (iPad and Droid). Expand CCTV infrastructure and cameras to five additional sites. Launch CAD/Public Safety System. Begin implementation of new Finance system.



Strategic Plan Accomplishments

Goal #8 – Work Across Department Lines to Strengthen Public Safety and Emergency Management Resources

Accomplishments 2011-2012

- Developed a multi-department training calendar to strengthen coordination and knowledge base between all departments. Ninety-nine trainings have been administered.
- In February, a CERT Train the Trainer Class was held, twelve individuals attended. This allows for certification of additional instructors.
- Community Disaster Preparedness Stakeholder Summit is to be held April 30, 2012. A combination of all stakeholders including businesses, community and faith based organizations, medical and schools will be invited.
- Conducted Virtual Beverly Hills (VBH) training for EOC and DOC staff. Launched public facing crime mapping application. Implemented a VBH interface for real-time geographic view of chemical, biological, radiological, nuclear and explosive sensor readings. Enhanced the VBH interface for WebEOC to display event types and event status updates as standardized color coded map. Updated the City's Emergency Operations Plan document and WebEOC user manual highlighting recently implemented geospatial technology, VBH. Working on accurate address data for new 911 system. Started working on geo-enabled executive quake notification application and preliminary mobile versions of VBH. Provide ad-hoc support to PD neighborhood outreach program.

Next Steps:

Continue training for staff. New funds will be requested during the budget process for additional resources of a Health, Safety and Preparedness Outreach Coordinator, and training for CERT. Hold Stakeholder Summit and evaluate further community outreach needs and efforts. Develop additional VBH interface and enhancements (IT work plan). Create VBH user training video. Implement preliminary mobile versions of VBH for Android and iPhone. Complete Geo-enabled earthquake notification application. Develop aggregated picture/ image integration function for VBH.



Strategic Plan Accomplishments

Goal #9– Expand and Communicate Human Resources Processes That are Consistent and Equitable to Build Trust

Accomplishments 2011-2012

- Comprehensive listing of FAQ's related to recruitment, benefits, retirement, financial planning, training and other personnel information has been added to Bevy for all employee access.
- Additional training has been added to the Supervisor's Academy and as requested training is provided to all departments.

Next Steps:

Ad Hoc Committee has been created to evaluate service levels and provide recommendations on developing process improvements. Continue outreach and training.

Goal #10 – Develop Management Skills and Internal Communication to Create Accountability, a Workplace That's Enjoyable and to Improve Morale and Build Trust

Accomplishments 2011-2012

- A vendor has been selected to assist in drafting and deploying the survey. It is anticipated that the employee satisfaction survey should be administered to employees around mid to late March 2012.
- Last year, two training sessions led by the CM & ACM were conducted on Building Organizational Trust and two more are planned for this year.

Next Steps:

Departments are incorporating accountability and an enjoyable workplace model and will be implementing that on a department by department basis.



Strategic Plan Accomplishments

Goal #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

Accomplishments 2011-2012

- Bench Strength Pool got started in the Succession Planning program; completed various assessments; completed 360 degree evaluation; selected a coach or mentor; and worked on the development of an Individual Development Plan.
- Mentoring program has nine mentors and eleven mentees. These individuals have been meeting with their mentors on a regular basis and have completed their agreements which are valid for six months with options to terminate or extend.
- All Departments have identified at least two positions that will need to create desk manuals to capture institutional knowledge.
- Some departments have initiated a cross training program. Meetings have been held with all departments to discuss cross training capabilities.

Next Steps:

Continue quarterly meetings of the participants, their coach/mentor, supervisors, department heads and City Manager/Deputy City Manager. Construct an evaluation of the processes and their relationships with their mentors/mentees by March 2012. Coordinate with each department on identification of positions that warrant development of a desk manual and establish a plan on timing for implementation. Promotional opportunities will be evaluated on a department level to identify possibilities.