Strategic Plan
City Council Presentation

Nancy Hunt-Coffey, Director
Jan Perkins, Vice President, Management Partners
March 5, 2019
Purpose: To set priorities for the Community Services Department over the next three years and align expectations regarding existing capacity and resources needed to carry out the desired priorities.

The strategic plan incorporates:
- Council projects and priorities
- Commission projects and interests
- Critical community and organizational needs and opportunities
- Identification of resources needed

The strategic plan includes:
- Mission
- Vision
- Values
- Goals
- Strategies
- Implementation Action Plan
City of Beverly Hills Vision Statements

1. Beverly Hills offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.

2. Beverly Hills is a world-class community, offering an extraordinary environment, activities, and events.

3. Beverly Hills is known throughout the region, state and nation as a leading edge, innovative community in its government, business, and technology programs.

4. Beverly Hills is committed to being the safest city in America.

5. Beverly Hills is known internationally for its alluring and distinctive hotels, retail stores, restaurants, and entertainment and headquarter businesses.
Compelling Need for the Plan

Major changes over the last 10 years

- Organizational restructuring
- Increase in value and complexity of capital projects
- Increase in amount and type of arts and cultural programming
- Mission of human services has grown
- Frontline customer service needs have increased

Need to align priorities with capacity and resources
Project Administration

» 100% increase in project value over 5 years

Projects are more complex
Numerous projects planned
Art installations
Careful administration required for each project
Arts and Culture

» Greater emphasis by Council on arts and culture needs and interests

» Commission’s interest in installing new art

» Pace of acquisitions increasing substantially: from 1 to 3 per 3-year period to 7
Social Services

120% increase in ambassador program expenses over 5 years

<table>
<thead>
<tr>
<th>Year</th>
<th>Expenses</th>
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<tbody>
<tr>
<td>2015</td>
<td>$499,067</td>
</tr>
<tr>
<td>2016</td>
<td>$578,685</td>
</tr>
<tr>
<td>2017</td>
<td>$627,305</td>
</tr>
<tr>
<td>2018</td>
<td>$627,305</td>
</tr>
<tr>
<td>2019</td>
<td>$1,100,000</td>
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Division now responsible for Park Rangers and Ambassador Program

Community Assistance Grant Fund program has grown by, on average, 14% each year for 5 years

Careful administration required for each project
Customer Service

High value for the City and our department
Customer Service

High value for the City and our department

Steady customer service contacts in some places

700,000 annual library attendance
Customer Service

- High value for the City and our department
- Steady customer service contacts in some places
- 140% increase at Roxbury from 135 per year to 325 per year
- Significant increase in facility rentals
Strategic Plan Process

Five Types of Stakeholder Outreach

- Environmental Scan
- Strategic planning workshops
- Preparation of Strategic Plan
- Preparation of Implementation Action Plan

Council Interviews

Stakeholder Survey

Commissioner Survey

Employee Survey

Gap Analysis/ SWOT Questionnaire
**Internal** and **external** factors important in considering goals and strategies for the future:

- Budget information
- Existing services provided (and how they have changed)
- Service demand drivers
- Demographic trends and projections
- Infrastructure needs
- Regional and state mandates and issues
- External partnerships or agreements
- Other citywide initiatives
Two workshops were conducted including department staff and Commission representatives.
Strategic Plan Process

- Five Types of Stakeholder Outreach
- Environmental Scan
- Strategic Planning Workshops
- Preparation of Strategic Plan
- Preparation of Implementation Action Plan

City of Beverly Hills
Community Services Department
Strategic Plan 2019 – 2022

DRAFT
February 28, 2019
### Goal A: Offer programs and services that meet the evolving needs of the Beverly Hills community.

#### Strategy 1: Implement specific improvements to enhance the effectiveness of the City’s programs which address vulnerable populations, as listed below.

<table>
<thead>
<tr>
<th>a) Examine options to enhance homeless programs by addressing emergency psychiatric crisis situations. (e.g., creation of psychiatric emergency team)</th>
<th>Year 1</th>
<th>Jim</th>
<th>BHPD</th>
<th>No</th>
<th>No</th>
<th>Will need additional social worker level staff</th>
</tr>
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<tbody>
<tr>
<td>b) Work collaboratively with Fire Department Nurse Practitioner Unit to manage the psycho-social needs of residents (frail elderly and homeless)</td>
<td>Year 1</td>
<td>Jim</td>
<td>BHFD</td>
<td>No</td>
<td>No</td>
<td>Pilot program for BHFD for one year. If program continues, will need additional social worker level staff</td>
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*Fiscal Year 1 represents FY 2019-20, Fiscal Year 2 represents FY 2020-21, and Fiscal Year 3 represents FY 2021-22.*
Mission: To enrich life by providing exceptional community experiences

Vision: To foster a high quality of life and an active, engaged and compassionate community

Values:
- Service-oriented
- Community
- Professional
- Fun
- Ethical

Each value is described in the strategic plan
Four Multi-Year Goals

Goal A. Programs and Services
Offer programs and services that meet the evolving needs of the Beverly Hills community.

Goal B. Attractive and Efficient Facilities and Parks
Provide attractive and efficient facilities that meet the needs of community members.

Goal C. Organizational Effectiveness
Strengthen departmental effectiveness in delivering valued, high quality services.

Goal D. Community Engagement, Customer Service and Communication
Deliver quality customer service and foster effective communication and engagement with the community to encourage participation in city-sponsored activities and events.
For each strategy and action item, a year has been assigned for implementation.

*If added resources are needed an R is shown.*
### Goal A. Programs and Services

**Five Key Strategies: Numerous action items identified**

<table>
<thead>
<tr>
<th>1.</th>
<th>Enhance the effectiveness of the City’s programs which address vulnerable populations.</th>
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<tbody>
<tr>
<td>2.</td>
<td>Evaluate possible efficiencies and to maximize budget flexibility.</td>
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<tr>
<td>3.</td>
<td>Create a unified vision for Greystone Mansion and Gardens.</td>
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<tr>
<td>4.</td>
<td>Promote arts and culture.</td>
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<tr>
<td>5.</td>
<td>Support and enhance City’s civility and kindness initiatives.</td>
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### Five Key Strategies:
*Numerous action items identified*

1. **Update the Joint Powers Agreement (JPA) between the City and BHUSD.**

2. **Implement park improvements with specified Ranger enhancements.**

3. **Implement specified improvements at Greystone Mansion and Gardens.**

4. **Implement space improvements at the library.**

5. **Implement park improvements.**
## Goal C. Organizational Effectiveness

<table>
<thead>
<tr>
<th></th>
<th>Six Key Strategies: Numerous action items identified</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Analyze staffing needs</td>
</tr>
<tr>
<td>2.</td>
<td>Improve effectiveness of working with commissions.</td>
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<tr>
<td>3.</td>
<td>Implement appropriate staff training.</td>
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<tr>
<td>4.</td>
<td>Build on existing cross-department effectiveness and communication.</td>
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<tr>
<td>5.</td>
<td>Streamline processes with contract vendors and instructors.</td>
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<tr>
<td>6.</td>
<td>Evaluate the organizational structure to determine overall efficiency and effectiveness.</td>
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### Goal D. Community Engagement, Customer Service and Communication

#### Seven Key Strategies:

**Numerous action items identified**

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<table>
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<tbody>
<tr>
<td>1.</td>
<td>Implement technology improvements.</td>
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<tr>
<td>2.</td>
<td>Assess existing practices with outside groups that raise funds for department activities and projects.</td>
</tr>
<tr>
<td>3.</td>
<td>Regularly monitor the Beverly Hills Ambassador Program.</td>
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<tr>
<td>4.</td>
<td>Develop an annual report for the Community Services Department.</td>
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<tr>
<td>5.</td>
<td>Implement a library card promotion for all BHUSD school children.</td>
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<tr>
<td>6.</td>
<td>Develop a community communication and marketing plan.</td>
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<tr>
<td>7.</td>
<td>Develop an internal communication plan.</td>
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Implementation Action Plan

- Identifies phasing, lead assignments and resources needed
- Will continue to be refined and developed
- Will be used to track and report progress to Council, City Manager, Commissions and others
Resources Needed

Project Administration

- 1 Management Analyst*
  (Greystone, La Cienega, installation of new art)

Arts and Culture

- 1 Senior Recreation Supervisor*
- 1 Recreation Supervisor*

Social Services

- 1 Full-Time Licensed Social Worker
- 1 Part-Time Licensed Social Worker

Front Line Customer Service

- 1 Full-Time Recreation Coordinator (Roxbury)
- 2 Part-Time Administrative Clerk II (Roxbury)

- 2 full time permanent staff
- 3 limited term staff
- 3 part time staff

*Denotes limited-term staff
41 individual strategies (56%) require project management oversight

*Denotes limited-term staff
Resources Needed

Project Administration
- 1 Management Analyst*

Arts and Culture
- 1 Senior Recreation Supervisor*
- 1 Recreation Supervisor*

Social Services
- 1 Full-Time Licensed Social Worker
- 1 Part-Time Licensed Social Worker

Front Line Customer Service
- 1 Full-Time Recreation Coordinator
- 2 Part-Time Administrative Clerk II (Roxbury)

Limited term recreation supervisor(s) needed for new arts and culture program

*Denotes limited-term staff
Increased need for ongoing:

- Coordination of regional homeless efforts
- Management of the City's Community Assistance Grant Funding program (increase of 66% over 5 years)

*Denotes limited-term staff*
Resources Needed

- **Project Administration**
  - 1 Management Analyst*

- **Arts and Culture**
  - 1 Senior Recreation Supervisor*
  - 1 Recreation Supervisor*

- **Social Services**
  - 1 Full-Time Licensed Social Worker
  - 1 Part-Time Licensed Social Worker

- **Front Line Customer Service**
  - 1 Full-Time Recreation Coordinator
  - 2 Part-Time Administrative Clerk II (Roxbury)

Part-time administrative clerk IIs and one recreation coordinator would be assigned to Roxbury

*Denotes limited-term staff*
Technology

• Work program identified
• Need to identify the staffing needs to achieve the work program

Will return at a later date

Park Rangers

• Increases in special events during the past several years

Separate budget request for additional part-time rangers has been submitted due to increases in special events over the years
Recommendation to Council

Approve and Adopt Community Services Strategic Plan
Questions and Comments
Appendix— Department Programs

Beverly Hills Public Library
- Reference Services and Programs
- Circulation and Patron Services
- Passport Services
- Outreach Services
- Technology Services

Recreation and Parks
- Community and Cultural Events
- Farmers’ Market
- Greystone Mansion and Estate
- Citywide Volunteer Program
- Public Art
- Facility Rentals
- Youth and Adult Sports Leagues
- Local Community Group Partnerships

Human Services
- Social Services Safety Net
- Community Assistance Grant Funding
- Community Development Block Grants (CDBG)
- Community and Homeless Outreach
- Residential Tenant/Landlord Forum
- Ambassador Program
- Park Rangers
About the Community Services Department

- 23 annual special events
- 694,321 people entered the library in 2018
- Over 15,400 annual registrations in recreation classes, camps, and programs
- 3 Commissions: Fine Art, Recreation and Parks, and Human Relations
- 9,333 passports processed in 2018
- Over 170,000 square feet of facility space managed