



**City of Beverly Hills Community Services Department
Implementation Action Plan for the
Department's Strategic Plan: 2019 – 2022**

March 2019

Implementation Action Plan

This Implementation Action Plan has been developed in collaboration with the City of Beverly Hills Community Services Department and Management Partners to identify phasing, scheduling, assignments and resources for the strategies and action items within the 2019 - 2022 strategic plan. This action plan will enable the department to clearly establish priorities and integrate those with the ongoing work of the department.

The categories within this Implementation Action Plan are:

- Year to begin the strategy (Year 1, 2, 3)
- Lead staff from the Community Services Department (CSD)
- Other departments involved
- Budget resources currently available (yes/no)
- Project management involved (yes/no)
- Comments/status

This Implementation Action Plan will continue to be refined and developed. Additionally, the department will use this action plan to keep track of progress and as a tool for reporting progress to the City Council, City Manager, commissions and others. Prudent implementation of most goals and strategies requires “circling back” after the work of completing strategies has begun and fine-tuning the results based on experience.

Goal / Strategy	Year to Begin Strategy (Fiscal Year 1, 2, or 3) ¹	Lead Staff From CSD	Other Departments Involved	Budget Resources Currently Available (Yes/No)	Project Management Involved (Yes/No)	Comments/Status
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:						
a) Examine options to enhance homeless programs by addressing emergency psychiatric crisis situations. (e.g., creation of psychiatric emergency team)	Year 1	Jim	BHPD	No	No	Will need additional social worker level staff
b) Work collaboratively with Fire Department Nurse Practitioner Unit to manage the psycho-social needs of residents (frail elderly and homeless)	Year 1	Jim	BHFD	No	No	Pilot program for BHFD for one year. If program continues, will need additional social worker level staff
c) Educate the public on the ISOLVE Community Homeless Strategy.	Year 1+	Jim		Not beyond efforts that have been made already	No	
d) Continue annual Community Assistance Grant Funding process to provide enhance social services.	Years 1, 2, 3	Jim		Yes - for the grant program	No	Additional grant funds/recipients triggers need for additional staffing
e) Increase involvement in Los Angeles County and State Grant funding for Homelessness	Year 3	Jim		No – requires additional staff	No	Need additional staff to assist with grant writing, tracking and reviewing programs.
Strategy 2: Evaluate different areas of the department for possible efficiencies and to maximize budget flexibility:						
a) Farmers Market – examine staffing needs, financials and merchandise sales.	Year 1	Kristin	Finance	Yes	No	
b) Complete car show audit in order to compile a comprehensive financial analysis or report.	Year 1	Kristin	Finance	Yes	No	
c) Complete process for Proposition A reimbursement to ensure the City recovers all eligible costs.	Year 1	Stephanie	Human Resources/Finance	Yes	No	
d) Consolidate Community Services staff at the Library in order to enhance customer service and employee efficiency.	Year 1	Nancy	Public Works	Yes - for the project	No	Need for project support staff
e) Review financials for Beverly Hills Adult Active Club (BHAAC) and high school tennis courts	Year 1, 2	Jennifer	Finance	Yes	No	Consider making tennis drop in use, no reservations or only online reservation/payment
f) Identify projects to submit for Measure A funding.	Years 1, 2	Stephanie	Public Works	Yes	Yes	
g) Explore ways to integrate Beverly Hills Community Charitable Foundation with various community support groups.	Year 2	Stephanie	Finance	Yes	No	
h) Develop a recommendation for a Citywide sponsorship, co-sponsorship and fee waiver policy.	Year 2	Pam	City Manager's Office	Yes	No	
Strategy 3: Create a unified vision for Greystone Mansion and Gardens (including lower Greystone) to guide future plans and activities.	Year 2	Kristin		No	Yes	Recommend engaging consultant to assist with developing plan.
Strategy 4: Promote arts and culture, with the following work plan:						
a) Develop a work plan that would enable the Fine Art Commission to be expanded to include the Cultural Arts, dependent upon City Council direction	Year 1	Pam		Yes - for the plan	No	Consultant brought onboard to assist with the development of plan.
b) If approved by Council, install <i>Roots</i> by Ai Wei Wei.	Year 1	Kristin	Public Works	Yes - for the project	Yes	
c) If approved by Council, install <i>Iron Doorway</i> by Jene Highstein.	Year 1	Kristin	Public Works	Yes - for the project	Yes	Need for arts and culture and project support staff

¹ Fiscal Year 1 represents FY 2019-20, Fiscal Year 2 represents FY 2020-21, and Fiscal Year 3 represents FY 2021-22.

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d) Install Mexican art exhibit in Municipal Gallery in collaboration with the Mexican Consulate.	Year 1	Kristin			Yes	
e) Return the loan of the Richard Serra piece, <i>Twins</i> .	Year 1	Kristin			Yes	
f) If approved by Council, install <i>Peace and Love</i> by Ringo Starr	Year 1			No	Yes	Need for arts and culture and project support staff
g) If approved by Council, expand number of Concerts on Canon to Saturdays	Year 1	Kristin		No	Yes	
h) Work with the Convention and Visitors Bureau to provide a shared arts and culture calendar	Year 1			No	Yes	Need for system integrator and arts and culture staff
i) If approved by Council, install <i>Love Anatomy</i> by Alexandra Nechita.	Year 2	Patty	Public Works	Yes - for the project	Yes	Need for arts and culture and project support staff
Strategy 5: Support and enhance City's civility and kindness initiatives.	Years 1, 2, 3	Jim		Yes	No	
Goal B: Provide attractive and efficient facilities that meet the needs of community members.						
Strategy 1: Update the Joint Powers Agreement (JPA) between the City and the Beverly Hills Unified School District.						
a) Streamline the negotiation process between the City and the District.	Year 1	Nancy	City Attorney's Office	Yes	No	
b) Determine the impacts of school construction program and school realignment on City programs.	Year 1	Pam		Yes	No	
c) Establish regular meetings with Beverly Hills Unified School District regarding school construction phasing to minimize disruption or cancellation of City recreation and enrichment programs, and community sports groups use of fields and gyms.	Year 1	Nancy		Yes	No	
Strategy 2: Carry out the community's vision for park improvements with the following Ranger enhancements:						
a) Expand Ranger team deployment to the Wallis Annenberg Center for Performing Arts	Year 1	Jim	City Manager's Office		No	
b) Expand Ranger team to provide adequate coverage for parks, facilities, and special events.	Year 1	Jim		No – requires additional staff.	No	Budget request submitted
Strategy 3: Provide project management and conduct outreach to carry out the following improvements at Greystone Mansion and Gardens as directed by the City Council.						
a) Renovate the theater,	Years 1	Kristin	Public Works	Yes - for the project	Yes	Need for project support staff
b) Renovate the library,	Year 1	Kristin	Public Works	Yes - for the project	Yes	
c) Address deferred maintenance projects, and	Years 1, 2, 3	Kristin	Public Works	Yes - for the project	Yes	Need for project support staff
d) Complete Greystone health, life, and safety improvements.	Years 1, 2, 3	Kristin	Public Works	Yes - for the project	Yes	Need for project support staff
Strategy 4: Provide project management and conduct outreach to implement the following space improvements to enhance the experience for library patrons.						
a) Create a second passport office,	Year 1	Karen	Public Works	Yes - for the project	Yes	Need for project support staff
b) Renovate the public restrooms in the library,	Year 1	Karen	Public Works	Yes	Yes	Need for project support staff

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c) Make Book Store space improvements with the Friends of the Library,	Year 2	Marilyn	Public Works	No	Yes	Need for project support staff
d) Re-carpet and repaint the library, and	Year 2	Karen	Public Works	No	Yes	Need for project support staff
e) Renovate the library auditorium	Year 3	Karen	Public Works	No – requires additional budget allocation	Yes	Need for project support staff
Strategy 5: Carry out the community’s vision for park improvements with the following park and recreation planning, maintenance and renovation projects.						
a) Complete the master plan process for La Cienega Park and Recreation Complex And begin to carry out any work identified through the plan.	Year 1	Nancy		Partial	Yes	
b) Develop citywide fountain preservation and restoration plan.	Year 1	Pam	Public Works		Yes	
c) Provide project management and conduct outreach for:						
i. New tennis court lighting installation,	Year 1	Jennifer	Public Works		Yes	Need for project support staff
ii. Renovate Coldwater Preschool building,	Years 1, 2, 3	Pam	Public Works		Yes	Need for project support staff
iii. Renovate public restrooms at Roxbury Clubhouse, and	Year 2	Jennifer	Public Works		Yes	Need for project support staff
iv. Renovate public restrooms at Will Rogers Park.	Year 3	Pam	Public Works		Yes	Need for project support staff
d) Collaborate with Public Works in the development of maintenance standards and performance measures to set priorities and monitor work on Community Services’ facilities and parks.	Years 1, 2, 3	Pam	Public Works		Yes	Need for project support staff
e) Develop a plan for future renovation of City’s mini parks, including the pending Crescent Mini Park renovation, to ensure they continue to meet the needs of the neighborhoods.	Year 2	Pam	Public Works	No	Yes	Need for project support staff
f) Develop a Parks, Recreation, and Open Space Master Plan to set the vision for meeting the long-term recreational needs of the community.	Year 2	Pam		No	Yes	Recommend engaging consultant to assist with developing plan
Goal C: Strengthen departmental effectiveness in delivering valued, high quality services.						
Strategy 1: Conduct an analysis of the staffing needs based on ongoing service delivery, commission support, and strategic plan projects.	Year 1	Stephanie		Yes	No	
Strategy 2: Improve effectiveness of working with commissions by prioritizing and managing resources.						
a) Update the existing orientation materials and process for newly appointed commissioners so that orientation occurs within two months of appointment and commissioner group training occurs every other year (to include specific subject matter information, role of commission, current Council priorities and review of resources available to the Commission).	Year 1	Pam, Jim	City Manager’s Office	Yes	No	
b) Utilize the roles and responsibilities of commissions and staff effectively by understanding the commission charge, Council priorities, and annual commission work plan.	Years 1, 2, 3	Pam, Jim	City Manager’s Office	Yes	No	
Strategy 3: Implement appropriate training to assist with the development and effectiveness of department staff:						

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a) Review and improve the department's emergency management training program for staff in partnership with emergency management and implement with all employees annually.	Years 1, 2	Nancy	City Manager's Office	Yes	No	
b) Develop an employee training program for the department and a professional development plan for each full-time employee to aid in the growth and development of all staff.	Years 1, 2, 3	Nancy	Human Resources	Yes	No	
c) Develop an enhanced new employee orientation training covering all aspects of the department's responsibilities.	Year 3	Jennifer	Human Resources	Yes	No	
d) Identify future retirements and address how to plan for them.	Year 3	Nancy	Human Resources	Yes	No	
Strategy 4: Build on existing cross department effectiveness and communication.						
a) Plan and conduct teambuilding with department staff to strengthen internal communications, teamwork, and an understanding of each individual's role in implementing the department's strategic plan.	Years 1, 2, 3	Nancy	Human Resources	Yes	No	
Strategy 5: Streamline process with contract vendors and instructors.						
a) Create orientation manuals for contract vendors and instructors to ensure they have current and required information about city policies and practices.	Year 2	Stephanie		Yes	No	
Strategy 6: Evaluate the organizational structure to determine overall efficiency and effectiveness.						
	Year 3	Nancy	Human Resources	Yes	No	
Goal D: Deliver quality customer service and foster effective communication and engagement with the community to encourage participation in city-sponsored activities and events.						
Strategy 1: Implement specific technology improvements to enhance customer service and program efficiency. Provide project management and conduct outreach for a variety of projects which include the following.						
a) Explore Discovery solutions to integrate searching all library resources in one search,	Year 1	Karen	Information Technology	Yes - for the project	Yes	Need for system integrator staff
b) Upgrade and redesign the department's website,	Years 1, 2	Dana, Karen	Information Technology	Partial	Yes	Need for system integrator and publicist staff
c) Upgrade Community Services software (Sierra, Pharos and Rec1),	Years 1, 2, 3	Karen	Information Technology	Yes	Yes	Need for system integrator staff
d) Provide training for the public on the various online resources available to the public,	Years 1, 2, 3	Marilyn		Yes	No	
e) Implement project management software,	Year 2	Stephanie	Information Technology	No	Yes	Need for system integrator and project support staff
f) Upgrade library public computers to Windows 10,	Year 2		Information Technology	Yes - for the project	Yes	Need for system integrator staff
g) Implement scheduling software for staff, passport appointments, etc.	Year 2	Jennifer, Karen	Information Technology	Yes - for the project	Yes	Need for system integrator staff
h) Manage scheduled maintenance of third-party equipment,	Year 2	Karen	Information Technology	No	Yes	Need for system integrator staff
i) Explore new software to keep public computers from being damaged by users,	Year 2	Karen	Information Technology	No	Yes	Need for system integrator staff
j) Explore public engagement software,	Year 2	Dana	Information Technology	No	Yes	Need for system integrator and publicist staff
k) Explore special events management software,	Year 2	Karen	City Manager's Office, Information Technology	No	Yes	Need for system integrator and arts and culture staff
l) Provide management of installation of iTiva telephone solutions,	Year 2	Karen	Information Technology	Yes - for the project	Yes	Need for system integrator staff

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m) Explore eCommerce solutions for payment of library fines, and	Year 3	Karen	Information Technology	No	Yes	Need for system integrator staff
n) Explore more robust Library app.	Year 3	Karen	Information Technology	No	Yes	Need for system integrator staff
Strategy 2: Conduct an assessment of existing practices with outside groups that raise funds for activities and projects associated with the department and make recommendations for clarifying expectations and communicating how and when such funds can be accepted and when department staff time can be allocated to a project. [Includes "Friends of" groups, Bridge Club, Beverly Hills Adult Active Club (BHAAC), Little League and American Youth Soccer Organization (AYSO).]	Years 1, 2	Pam	City Attorney's Office	Yes	No	
Strategy 3: Regularly monitor the Beverly Hills Ambassador Program regarding deployment in the target area to address aggressive panhandling and connect individuals with social service needs to various resources.	Years 1, 2, 3	Jim		Yes	No	
Strategy 4: Develop an annual report for the Community Services Department as a way to communicate with the community about activities and facilities available for community participation and use, share accomplishments, and identify upcoming goals and priorities.	Year 2	Dana		Yes	No	Need for publicist staff
Strategy 5: Implement a library card promotion for all BHUSD school children.	Year 2	Marilyn		Yes	No	
Strategy 6: Develop a community communication and marketing plan for reaching new local audiences and demographic groups with the goal of increasing engagement and participation in art, library, recreation and human services activities.	Years 2, 3	Dana	City Manager's Office	No	No	Need for publicist staff
Strategy 7: Develop an internal communication plan for educating employees in other City departments about Community Services Department's programs and activities so other employees will be knowledgeable and can assist with community outreach.	Year 3	Dana		Yes	No	Need for publicist staff