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Legislative & Executive Department

David A. Wilson

City Manager

The functions of the Legislative & Executive Department include the City Council, City Manager, Assistant City Manager, Community & Legislative Affairs, and City Attorney. Our mission is to serve the City of West Hollywood and its residents by providing vision and policy leadership, promoting institutional integrity, improving quality of life, addressing constituent needs, and maximizing the value of public interaction.

Departmental Goals

- Ensure the City abides by its core values.
- Advocate for priority legislative programs and progressive human rights agendas at all levels of government.
- Enhance government integrity in all City operations.
- Provide efficient delivery of all services.
- Ensure the City's continued financial health.

Strategies

- Provide community leadership to ensure advancement of the City's Strategic Plan, with an emphasis on core issues.
- Actively participate in regional issues by working collaboratively with the Westside cities, County officials, and the City of Los Angeles.
- Provide legal consultation on all major policies, programs, initiatives, and capital projects of the City.
- Provide direction and leadership to the Executive Team to advance the City's commitment to providing effective and efficient public service, civic engagement, and transparency.
- Effectively manage the City's fiscal sustainability and expand the City's diverse economic base.

Measurements

- Customer service and delivery of services is continuously improved.
- Maintain the City's involvement and participation in government organizations.
- Strive to maintain open dialogue of the City's vision and policy priorities.
- Monitor and take appropriate action on legislation at all levels of government.

City Council

It is the primary goal of the City Council to ensure that the City abides by the core values and implements the primary strategic goals and ongoing strategic programs identified in the Vision 2020 Strategic Plan. The City Council does this through the following ongoing operations.

Work Plan

- Provide community leadership to ensure advancement of the City's Strategic Plan, Vision 2020, with emphasis on core issues.
- Advocate for priority legislative programs and progressive human rights agendas in the City of West Hollywood, within the State of California, and at the Federal and International levels.

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- Continue as a visionary City through the implementation of best practices and concepts in City operations, as described by the League of California Cities and the International City Managers Association.
- Work collaboratively with the Westside cities, County officials, and the City of Los Angeles on regional issues.
- Maintain an active roster and participation of appointees on the City's advisory boards and commissions.

Special Projects

- Work in partnership with the Los Angeles Homeless Services Authority, the City's contracted social services providers, and Sheriff outreach teams to continue to actively address homelessness in the City.
- Review and provide direction regarding the City's updated Climate Action plan. Continue to provide leadership on Climate Action issues throughout the state and region.
- Continue the City's advocacy efforts to secure future rail transit service to West Hollywood.
- Take measures to create a vision for the future of Sunset Strip including music, entertainment, dining, hotel, performance, and production opportunities.
- Provide policy direction in the continued implementation of the City's cannabis ordinance and program.

Mid-Year Accomplishments – City Council

- Took steps to address the COVID-19 public health emergency, including implementing COVID-19 vaccine verification requirements for City facilities, covered businesses, city contractors, city employees, and city officials. Continued the City's COVID-19 Rental Assistance Programs. Approved additional funding for legal representation, eviction prevention and defense, and related services.
- Adopted the Hotel Worker Protection Ordinance that includes: the use of personal security devices, the right to recall and worker retention, worker training protocols, and workload and compensation standards.
- Provided direction to explore the development of a Behavioral Health Crisis Response Unit to serve the West Hollywood community.
- Conducted a Study Session of the City Council on the living wage and minimum wage and adopted an ordinance to raise the City's minimum wage to the highest minimum wage in the country.
- Provided direction to make the OUT Zone program permanent and establish an ongoing application and review process for businesses to participate.
- Established a Bicycle and Transit Micro-mobility Working Group to provide focused feedback on improvement projects in development.
- Adopted an Ordinance amending the City's Revolving Door Ordinance to increase the prohibition on post-employment lobbying by designated former employees and officials to four years from one year.
- Provided direction to increase the number of trees planted on parkways and in public places and to establish a tree giveaway program to provide residents and businesses with canopy trees to plant on private property.

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- Approved measures to address public safety concerns in West Hollywood, including allocating funds for a Security Ambassador kiosk and additional services, and provided direction to develop a community safety plan.
- Provided direction to prepare and issue a request for proposals to complete a historical context study of the City of West Hollywood and to evaluate the establishment of a community reparations program.

City Manager / Legislative & Executive Division

It is the primary goal of the City Manager's Office to ensure that the organization achieves the primary strategic goals identified in the Vision 2020 Strategic Plan and to implement the ongoing programs of adaptability to future change, institutional integrity and actively participate in regional issues.

Work Plan

- Provide leadership, direction, and oversight to advance priorities outlined in the City's General Plan and the Vision 2020 Strategic Plan.
- Continue to provide support to the 25th Anniversary Capital Campaign projects (West Hollywood Park Phase II Master Plan Implementation, Plummer Park Master Plan Implementation).
- Ensure continued financial health by effectively managing the City's fiscal sustainability and expanding the City's diverse economic base by strengthening our economic development and branding strategies.
- Ensure a results-oriented organization by continuing to shape and refine the organization to meet the City's future service needs while enhancing customer service (internal and external) and reinforcing our commitment to excellence by promoting a work environment that fosters innovation and creativity through technology and community engagement.
- Monitor and provide support for the development of Sunset Boulevard hotel projects, West Hollywood Design District Streetscape Master Plan, and Santa Monica Boulevard enhancements.
- Collaborate with the Public Safety Department, County Sheriff's Department, and our communities to maintain high levels of public safety (evaluate public safety facilities; increase the public's awareness of procedures and personal responsibilities in an emergency; ensure the effectiveness of the City's Nighttime Enforcement Program).
- Provide direction and leadership to the Legislative and Executive staff to advance the City's commitment to providing effective and efficient public service, civic engagement, and transparency.
- Develop programs and initiatives for business attraction, retention, and expansion to help maintain a diverse and resilient economy
- Monitor and evaluate conditions affecting the City's economic climate. Evaluate and advance policies and programs supporting businesses. Seek balance between visitor-serving and local-serving commercial activity.

Special Projects

- Develop a new Strategic Plan that will reexamine the City's mission statement, core values, major goals, and initiatives.

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Mid-Year Accomplishments – City Manager / Legislative & Executive Division

- Represented the City in various member organizations including California Cities, California Contract Cities Association, Westside Cities Council of Governments, California City Management Foundation, International City/County Management Association, Urban Land Institute, and Municipal Management Association of Southern California.
- Issued an Executive Emergency Order in response to the COVID-19 pandemic to protect the health and safety of all West Hollywood community members, requiring Vaccine Verification for City Facilities, Covered Businesses, City Contractors, City Employees, and City Officials.
- Organized a monthly COVID-19 update call with the City’s business community.
- Provided support and resources to commercial tenants and landlords as it pertained to the City’s COVID-19 Commercial Eviction Moratorium.
- Continued emergency outreach to provide resources to small businesses affected by COVID-19.
- Led internal working group to collaborate on strategies to address business operations as a result of COVID-19.
- Executed a Citywide Minimum Wage Ordinance including leave provisions for all employers.
- Executed a Hotel Worker Protection Ordinance for all hotels.
- Initiated and hosted the inaugural State of the Community titled: “Moving Forward Together” to discuss the City’s workplans and provide an additional outlet for civic engagement.
- Participated in an internal working group to address employee engagement opportunities and concerns.
- Facilitated a City Council study session on community safety and well-being.
- Continued working on a new strategic plan.

Assistant City Manager, Administration

It is the primary goal of the Assistant City Manager’s Office to ensure that the organization continues to abide by the core values identified in the Vision 2020 Strategic Plan and to implement the ongoing programs of adaptability to future change, institutional integrity and enhance technology and access for the City and its citizens. The Assistant City Manager’s Office does this through the following ongoing operations.

Work Plan

- Provide leadership, oversight, resources, coordination, and direction to the City departments in advancing the City’s mission, core values, and strategic goals and programs identified in City’s Strategic Plan.
- Work with City departments to assist them in meeting their individual missions, goals, and objectives identified in the City Budget and updated throughout the year.
- Maintain the organization’s commitment to providing effective and efficient public service, civic engagement, and transparency through the development and enforcement of sound internal practices and procedures.
- Monitor City Council initiatives and directives assigned to various departments and division to ensure timely completion.
- Coordinate risk management activities across the organization to ensure consistency in assess and addressing risk.
- Timely process a broad spectrum of claims received to determine City’s liability while providing a high degree of customer service.

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- Work closely with outside counsel and City staff to draft, review, and approve responsive pleading documents and coordinate depositions on claims that are in litigation.
- Work with various third-party insurance carriers and the District Attorney's office to collect payments for damage to City property as a result of negligent driving and/or actions.
- Advise and train staff regarding budgetary, risk, insurance, and safety needs, goals, and initiatives.

Special Projects

- Provide executive oversight of the City's racial equity initiative using the Government Alliance for Racial Equity (GARE) platform.
- Provide executive oversight of an internal team established to implement technology-related initiatives and strategic plans that cross various City Departments.
- Oversee the development and implementation of an organization-wide performance management system.
- Review and update the City's Administrative Regulations and Financial Policies to meet current operational standards.
- Oversee a management team established to review and improve safety and security at all City facilities.

Mid-Year Accomplishments – Assistant City Manager

- Worked with CJPIA (City's insurance pool) and Alliant to renew insurance programs.
- Processed a broad spectrum of claims for damages received to determine City's liability while providing a high degree of customer service. Work closely with Third Party Claim Administrators, Outside Counsel, Claimants and City Staff to efficiently resolve all claims and any related litigation.
- Evaluated contract packages for appropriate documents and approve for processing by the City Clerk's office. Reviewed all vendors' and contractors' incoming insurance documentation for compliance with contractual insurance obligations. Provided direction, input, and guidance to staff working with different City vendors/contractors and various contract templates.
- Provided guidance and advised staff & City Attorney's office regarding risk assumption and/or insurance needs for new initiatives, proposed projects, and various contractual obligations to maintain appropriate level of risk transfer.
- Provided City Council with a first-quarter FY22 budget update as well as a review of the FY21 year-end budget position.
- Initiated RFP and completed evaluation of proposals and selection of a platform and vendor for the implementation of a Citywide performance management system.
- Continued participation in Completed initial internal assessment related to the City's advancement of racial equity work.
- Continued the review and implementation of safety and security measures across City facilities.
- Provided staffing support for the City Council Ad Hoc Special Events Subcommittee.

Community & Legislative Affairs

It is the primary goal of the Community and Legislative Affairs Division to provide support to the City Council and Executive staff on complex legislative and policy matters. In addition, the Division is tasked with maximizing the value of public interaction through community engagement. The Community and Legislative Affairs Division does this through the following ongoing operations.

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Work Plan

- Serve as a key point of contact for City Council and the Executive Team regarding policy, legislation, community affairs, and Council initiatives.
- Provide extensive research concerning all legislation, regulations, and laws, and participate in regional discussions by partnering with neighboring governmental agencies to advance the City's interest.
- Draft staff reports for City Council initiatives as requested by the City Council.
- Proactively monitor and review the status of pending and proposed federal, state, and county legislation affecting City operations.
- Communicate and meet with constituents, receive their input and concerns, respond as appropriate, and provide information to Council members and/or the City Manager as needed.
- Continue to support and invigorate Neighborhood Watch, including offering annual Block Captain training, regular meetings, improving signage and printed materials, and encouraging active participation by various neighborhoods.
- Provide liaison staff support to the Lesbian & Gay Advisory Board, Russian Advisory Board, Transgender Advisory Board, and Women's Advisory Board.
- Plan and implement community programming.
- Provide outreach and support to Russian-speaking constituents, including creating programs honoring the Russian culture and community in the City and promoting Russian cultural heritage.
- Serve as the City's liaison to the Westside Cities Council of Governments and related committees and subcommittees.
- Manage Council Member calendars, including scheduling appointments, and coordinating availability with internal and external requests.

Special Projects

- Lead cross-departmental team in the implementation of the City's Cannabis Ordinance, including advancing state legislation, working with City cannabis team to assist applications in securing City licenses, and ensuring overall compliance with the City's cannabis process.
- Assist with the acceleration of the construction of the northern extension of the Crenshaw/LAX line.

Mid-Year Accomplishments – Community & Legislative Affairs

- Worked with the newly established Social Justice Task Force to increase engagement and amplify the voices of Black, Indigenous, and People of Color (BIPOC) in West Hollywood, advise on social and racial equity issues, and provide policy recommendations to the City Council to address systemic racism for the City of West Hollywood.
- Updated the Only Yes Means Yes Sexual Assault Awareness Campaign and distributed coasters to local restaurants and bars.
- Planned and produced several community and Council-initiated events, including Ivy Bottini Day, Bi Visibility Week, Transgender Day of Remembrance, and ADVANCE Study Webinar.
- Provided staffing support for the City Council Ad Hoc Special Events Subcommittee.
- Monitored the redistricting process and provided City input on draft maps released by the committees.

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- Initiated RFP and completed evaluation of proposals and selection of a number of meeting facilitators to support Commissions, Advisory Boards, Task Forces, and other community and city engagement efforts.

City Attorney

It is the primary goal of the City Attorney to promote institutional integrity by maintaining and enhancing government integrity in all City operations and the efficient delivery of services. The City Attorney does this in the following ways.

Work Plan - City Attorney

- Provide legal consultation on major policy, programs, initiatives, and capital projects of the City.
- Provide technical advice, assistance, and representation on non-routine matters related to employee grievances, disciplines, and discharges.
- Represent the City in all pending legal actions related to numerous issues, including several major housing and development projects, zoning, and other legal actions brought against the City.
- Prepare and/or review all contracts entered by the City.
- Prepare ordinances and resolutions for consideration by the City Council and its subordinate bodies.

Work Plan - City Prosecutor

- Provide legal consultation to staff on City policies and ordinances related to criminal prosecutions.
- Prosecute misdemeanor West Hollywood Municipal Code violations as well as applicable violations of the Los Angeles County Code.
- Diligently prosecute housing code violations to protect tenants from substandard living conditions.
- Diligently prosecute property owners who chronically violate the City's property maintenance requirements for abandoned, undeveloped, or substantially vacant properties.
- In coordination with the City Attorney, provide specialized litigation services, particularly related to nuisance abatement matters.

Mid-Year Accomplishments

- Prepared and advised on COVID-19 pandemic response and Emergency Executive Orders and tenant protections.
- Prepared and advised on implementing ordinances for topics such as Hotel Worker Protection, Citywide Minimum Wage, and Vaccine Verification Requirements.
- Drafted and negotiated the development agreements for the digital billboards approved as part of the Sunset Arts and Advertising Program.
- Provided technical advice, assistance, and representation on various real property acquisitions, affordable housing matters, complex development projects and state housing laws.
- Advised City Code Compliance through nuisance abatement process and complex code compliance matters.
- Successfully defended the City in multiple legal actions.

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Administrative Services Department

Yvonne Quarker

Director

The Administrative Services Department is responsible for providing broad-based organizational support and guidance by promoting enhanced employee relations and leadership development. In addition, the department is focused on delivering optimized services to both internal and external customers and reducing legal risks and liabilities.

Departmental Goals

- Work collaboratively with City Departments to evaluate staff's professional development needs and goals, and to plan how to meet those needs.
- Continue providing legal advice to internal customers and work collaboratively with City Departments to enforce local ordinances.
- Continue enhancing recruitment strategies focused on attracting qualified individuals of diverse backgrounds, to reflect the City's core values.
- Continue building trust between staff and City leadership to maximize the exchange of information to increase customer satisfaction.
- Continue to promote institutional integrity by maintaining transparency in government decision-making.

Strategies

- Develop a set of educational opportunities to increase professional competency on different areas of staff work assignments.
- Develop internal systems, policies, and procedures to achieve efficiencies in City operations as they relate to departmental functions and services to internal and external customers. Provide ongoing regular in-service orientations and updates.
- Develop recruitment materials, programs, and trainings which reflect the City's values of cultivating a work culture of inclusion and cultural diversity.
- Develop a collaborative approach, which includes creating focus groups and/or committees for development and implementation of programs focused on cultural diversity, employee engagement, organizational best practices, employee safety, risk management, and employee wellness.
- Create avenues to encourage sharing of information that can lead to new insights and innovation with the purpose of increasing productivity and enhancing customer service standards.
- Implement new technologies to automate internal processes for public records requests and agenda management and continue to promote voter participation and education.

Measurements

- Staff is provided with an array of annual trainings to enhance their job skills and grow professionally.
- City officials, staff, Commissioners and Advisory Board members comply with required trainings and educational sessions.
- Policies and procedures are developed and implemented to maximize efficiencies that meet high customer service standards.

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- Dialog sessions are held with different staff members and bargaining units to build rapport, build stronger relations, and gain input from staff.

Administration

It is the primary goal of the Administrative Services Department to promote institutional integrity and to value and encourage our broad diversity of cultures by providing an environment that nurtures the variety of ethnicity, age, and sexual orientation that uniquely defines the West Hollywood Community. The Administration Division does this through the following ongoing operations and special projects.

Work Plan

- Provide resources, leadership, oversight, and direction to the divisions in the department to enable them to meet their goals and objectives.
- Ensure compliance with required training for employees and City officials.
- Provide executive leadership for ongoing development, coordination, and implementation of internal training development plans.
- Provide executive leadership and support for implementation of internal program/process change management.
- Continue to assess the organization's operational needs, with an emphasis on maximizing efficiencies and reducing costs.

Special Projects

- Finalize the City Vehicle Policy and coordinate implementation.
- Provide support and guidance to executive team in preparation for labor negotiations and act as lead for negotiations.
- Engage an employment and Human Resources Policy Specialist to perform a study of the Human Resources Division.
- Continue to provide leadership and support to the City Manager's Department and Human Resources as it relates to developing COVID-19 Protocols and Policies for the City.

Mid-Year Accomplishments – Administration

- Assisted with the coordination of repopulating City facilities for City employees
- Developed and conducted customer service training for the City's front-line phone operators
- Coordinated and participated in special presentations educating staff on COVID-19 protocols, vaccination education, and the COVID-19 vaccination mandate for employees.
- Began the process of creating a City Vehicle Policy
- Assisted with the coordination and roll out of the Revised OSHA Standards and COVID-19 protocols for staff
- Assisted with the creation of the City's COVID-19 vaccination policy and created a vaccine verification procedure for City Hall.
- Participated in several meet and confer meetings with the City's three bargaining units

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Legal Services

It is the primary goal of the Legal Services Division to promote institutional integrity by maintaining and enhancing the integrity in all City operations and the efficient delivery of services.

Work Plan

- Appeals and Administrative Adjudications: review and approve administrative hearings to ensure that decisions are legally sound and timely.
- Supervise the interdepartmental tenant harassment review committee and aggressively enforce the tenant harassment prohibition ordinance.
- Provide legal support to the Rent Stabilization Commission, the Business License Commission, and others as needed, as well as to City departments and divisions.
- Provide oversight to the City's Administrative Remedies Program, Code Compliance Programs, and other City programs as needed.
- Provide legal trainings to City staff to improve customer service.
- Provide support and input for organizational change management.
- Provide legal assistance to the Finance & Technology Services Department regarding the collection of a variety of delinquent accounts.
- Provide technical assistance, legal advice, and oversight of Development Agreements and the collection of delinquent accounts.
- Draft state legislation impacting the City's Rent Stabilization Ordinance.

Mid-Year Accomplishments – Legal Services

- Oversaw administration and processing of thirty-three rent adjustment hearings, seven administrative citation appeals, and nineteen impound cases.
- Administrative staff continued participating in Rent Stabilization Division activities related to hearings administration and tenant protection activities.
- Staff assisted on transfer of activities to other divisions and outside counsel consistent with reorganization.
- Facilitated transfer of relevant operations to other divisions and outside counsel consistent with reorganization.

City Clerk

It is the primary goal of the City Clerk's Division to promote institutional integrity by maintaining and enhancing government integrity in all City operations and the efficient delivery of services. The City Clerk's Division does this through the following ongoing operations and special projects.

Work Plan

- Train City staff on the various processes of the City Clerk's Division in providing efficient and excellent customer service to the public.
- Assessment and prioritization of streamlining opportunities within the division, including reviewing new technologies for the electronic administration of Public Records Requests.

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- Work with the Director of Administrative Services and the City Manager's Department to improve the oversight of Commissions and Advisory Boards; including ongoing training for members and staff liaisons, and attending meetings as needed.
- Maintain the partnership with the L.A. County Registrar-Recorder County Clerk on Voter Outreach and education to improve voter participation.
- Work with the Rent Stabilization & Housing Division to provide new tenants with voter registration forms to re-register new addresses.
- Maintain the database of all City contracts.
- Utilize new technologies and social media for voter outreach.

Special Projects

- Implement the final phase of the document management system roll-out: which will include a new Electronic Public Records Request program, and the launch of the WehoDocs Public Portal, which will provide the public with 24-hour access to documents via a cloud-based solution.
- Finalize the implementation of the SECURE G2G electronic recording of City documents.
- Complete the implementation and roll-out of the PEAK Agenda Management Solution.
- In coordination with the City Attorney and City Manager's Office, implement recommendations made by the Ethics Reform Task Force, the updated Code of Conduct for Elected and Appointed Officials, and AB 992 – Social Media and the Brown Act as approved and directed by the City Council.
- Work with Communications to complete the Elections page on the City's website.
- Develop a Staff Liaison intranet page.
- Fully Implement the new electronic Public Record Request program – GovQA.

Mid-Year Accomplishments – City Clerk

- Implemented GovQA to automate the Public Records Act request process, improve the user experience, and efficiently manage the process. GovQA was successfully launched in December.
- Assisted the Los Angeles County Registrar/Recorder with the September Gubernatorial Recall election.
- Served as parliamentarian for both the Lesbian and Gay Advisory Board and the Transgender Advisory Board in order to support staff and appointed officials.
- Finalized the implementation of SECURE G2G and began recording documents electronically in September.
- Worked with Communications to update the Elections page for the September Gubernatorial Recall Election.

Human Resources

It is the primary goal of the Human Resources Division to promote institutional integrity and to value and encourage our broad diversity of cultures by providing an environment that nurtures the variety of ethnicity, age, and sexual orientation that uniquely defines the West Hollywood Community. The Human Resources Division does this through the following ongoing operations and special projects:

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Work Plan

- Implementation and coordination of an ongoing Management and Supervisor training program, plus a comprehensive City-wide training program.
- Creation of recruitment marketing materials to spotlight the City's Core Values and Diversity, Equity and Inclusion mission statement.
- Provide leadership, resources, and direction to divisions throughout the City in areas including, but not limited to, labor relations, staff development, recruitment, diversity, equity, inclusion and race equity.
- Ensure race equity is incorporated into strategic plans, decision making, and communications. Utilize resources and tools for steps to operationalize race equity within the organization and provide a race equity lens to programming.
- Management of the City's workers' compensation program, including the return-to-work program.

Special Projects

- Managing ongoing intake process for all COVID-19 notifications and executing the frequently changing multi-layered system of requirements from various agencies, while providing support for the mental health impact of the COVID-19 virus.
- Continue administration of the City's COVID-19 notification protocols and policy for accommodations for employees who are at high-risk of severe illness from COVID-19.
- Management of Human Resources related actions for the return of the workforce to onsite operations at all City facilities post COVID-19. Coordination of efforts to ensure workplace safety and timely and clear communication to employees and management on related protocols and care support.
- Implement NeoGov onboarding program, which includes new hire forms, videos, division "face page," mentor connections and department or division portals. Provides management and HR real-time updates on employee tasks and customized reports on training provided and information provided.
- Design employee-engagement initiatives and ensure the measurement of engagement through employee surveys and other communications.
- Conduct ongoing Diversity, Equity, & Inclusion (DEI) programming and training in partnership with GARE- Government Alliance for Race and Equity utilizing available resources and materials.
- Continue to work with Diversityjobs.com to post the City of West Hollywood recruitments on various platforms and connect with job seekers and promote our diversity friendly organization.

Mid-Year Accomplishments – Human Resources

- Further enhanced equitable hiring practices for applicants by acquiring software, which includes a Personally Identifiable Information Blinding feature to minimize hiring biases during recruitment.
- Initiated DEI supplemental questions within recruitment materials.
- Completed review of identifying online training catalog courses with focus on unconscious bias training for hiring authorities to facilitate more equitable interview processes and a more inclusive workplace environment.
- Conducted several successful meet and confer sessions with each of the bargaining units related to personal policies, working conditions, and benefits.

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- Vaccination is the key element in providing a safe and healthy workplace. In coordination with the City's Attorney's office, developed and implemented the City of West Hollywood Mandatory COVID-19 Vaccination Policy. Conducted all-staff training on the policy and continue to manage and administer vaccination status process for all City staff, officials, and new hires.
- Continued enforcement and administration of COVID-19 prevention plan in addition to employee trainings, direct outreach, COVID-19 Intranet resource page, and proactive communications with evolving situation of the pandemic. The success of City's plan and approach is reflected in the minimal level of COVID-19 positive cases reported.
- Completed 47 full-time and part-time recruitments (several included frozen vacancies).

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Finance & Technology Services Department

Lorena Quijano

Director

The divisions of the Department of Finance include Administration, Revenue, General Accounting, and Information Technology. Our mission is to assure integrity, stability and transparency in the efficient delivery of public services through fiscal responsibility, financial analysis and reporting, and advancing innovative technologies.

Departmental Goals

- Ensure prudent financing, investing, and management of City resources.
- Promote open and transparent procurement and contracting processes.
- Provide accurate and timely payment and financial performance information.
- Maintain and secure the City's financial infrastructure.
- Increase City resources by establishing and closely monitoring collection processes.

Strategies

- Maintain favorable bond ratings to ensure lowest cost of capital; ensure effective management of the City's investment portfolio; and prepare annual budget and financial reporting documents.
- Ensure the prudent use of public funds through competitive processes and cooperative purchasing agreements; and enforce and keep current financial policies and procedures.
- Understand and manage the financial system to ensure accuracy; maintain and update financial forecasts and projections; and monitor local and national financial trends.
- Support and enhance technology for staff and the community; and maintain a long-term plan to address technological needs.

Measurements

- Receive GFOA Award for the Comprehensive Annual Financial Report.
- Vendors and employees are paid accurately and on time.
- Staff is properly trained and understands finance procedures and the use of the technology systems.
- Technology is continuously improved for employees and our constituents.
- Reduce risk exposure by establishing and administering contract and insurance review processes.

Finance Administration

It is the primary goal of the Finance Department to promote fiscal sustainability by monitoring, protecting, and increasing City resources and to promote institutional integrity by maintaining and enhancing government integrity in all City operations and the efficient delivery of services. The Finance Department does this through the following ongoing operations and special projects.

Work Plan

- Provide resources, leadership, oversight, and direction to the department's divisions to enable them to meet their goals and objectives.
- Provide financial administration of all City funds and assist departments in administering various programs and activities.

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- Provide guidance and oversight in fiscal management practices to maintain the highest level of accountability and provide accurate and timely financial performance information to City management and external customers.
- Contribute to development of the Operating Budget and Five-Year Capital Plan.
- Maintain long-range revenue forecasts, adjusting projections to financial and economic conditions.
- Assist departments in administering various programs and activities by providing timely budget and expenditure information along with technical assistance.
- Assess fiscal impacts of state and federal legislation or policy changes.
- Coordinate and maintain financing activities for City projects.
- Oversee the financing for capital projects, including debt payments and use of reserves.
- Provide management with information, cost analysis, and forecasts as needed for bargaining unit negotiations.
- Assist with City's insurance programs, including contract compliance, to assure that the City is taking all reasonable steps to actively manage claims and costs.
- Reduce the City's exposure to claims by providing administrative support on contract insurance and indemnification requirements.
- Coordinate the annual levy of the City's Assessment Districts.
- Perform review, problem resolution, processing, issuing, and liquidation of purchase orders.
- Maintain the City's Financial Systems including updates to remain compliant with Federal and State laws and integrations to improve the efficiency of work processes.
- Develop, implement, and train staff on finance software, including use of internet and intranet applications to maximize distribution of information.
- Provide periodic training including Finance policies and procedures, contracted service requirements, City contract templates and handbook, and the City vendor insurance program.
- Work with consultant to monitor the City's fiduciary responsibilities as it relates to the City's deferred compensation plans.

Special Projects

- Implement workflow improvement to move the City from a manual to an electronic process for creating, assembling, routing, and processing procurement documents.
- Implement the interface of digital document attachments into Tyler-Eden's digital workflow process.
- Update the City's Municipal Code Title 3 Revenue and Finance and Finance Policies to improve the efficiency of the City's financial transaction, simplify the acquisition process, and increase the micro-purchase amount.
- Lead in the formation of the City of West Hollywood Technology Infrastructure District that provides property owners with conduit to support high-speed internet access for city residents, city businesses and telecommuters along with funding to provide Smart-City Technology deployed citywide.
- Implement electronic expense reporting system.

Mid-Year Accomplishments – Administration

- Provided resources, leadership, oversight, and direction to enable department to meet goals and objectives.
- Supported citywide and departmental automated workflows including timesheets, contracts, business tax certificates, cashiering, donations, and parking and encroachment permits.

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- Provided guidance and oversight in fiscal management practices to maintain the highest level of accountability and provide accurate and timely financial performance information to City management and external customers.
- Assessed fiscal impacts of local, state and federal legislation or policy changes.
- Designed and tested automated workflow for procurement processes.

Revenue

It is the primary goal of the Revenue Division to promote fiscal sustainability by monitoring, protecting, and increasing City resources. The Revenue Division does this through the following ongoing operations.

Work Plan

- Maximize business license tax revenues with an emphasis on collection of delinquencies for prior years, expansion of database, and collection of annual renewals.
- Maintain automated renewal billing processes and interact with businesses through service counter, phone contacts, and mail-in applications. Assist business owners in the completion of annual renewal forms.
- Perform revenue collections for the following programs: alarm permit and false alarm billings, returned checks, Business Improvement Districts, administrative citations, rents and concessions, development agreements and encroachment permit renewals for sidewalk cafés and evening valet services. Continue quarterly billings for utility and billboard encroachment permit billings.
- Coordinate and monitor the City debt collection program for past-due accounts including reporting to collection agencies and utilization of small claims and municipal courts.
- Assist all departments in management of decentralized receivables including parking fines and parking meter revenue analysis, and tracking of hotel marketing assessment receipts for monthly payments.
- Prepare revenue reports and budgets for the City's annual budget, mid-year budget report, and quarterly reports.
- Maintain the City's Fee Schedule, and work with City divisions and departments to annually update the Fee Schedule, to ensure appropriate cost recovery for City services.
- Provide periodic training including fee schedule preparation and grant requirements.

Special Projects

- Promote the business tax certificate program for new businesses.
- Work with businesses to ensure efficient business tax compliance and tax collection.
- Update the Business Tax Ordinance.
- Explore additional on-line payment services and work with departments to enhance billing to external customers.
- Work with the various new hotels being built in the City to ensure efficient tax collection.
- Continue to work with the City's internal cannabis regulation team to monitor the collections of the related business tax.
- Transform manual workflows to digital workflows to enhance services to internal and external customers.
- Work with departments on a nexus study for the City's development impact fees, in order to establish the maximum allowable fee.
- Revisit the Fee Update which was suspended because of COVID-19.

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Mid-Year Accomplishments – Revenue

- Enhanced the revenue customer service counter by offering various convenient options such as in-person appointments, virtual team appointments, and by phone appointments to ensure efficient business tax compliance and tax collection.
- Promoted online usage for business tax certificate / alarm permit programs. 74% of city business owners utilized the online features to register a new business or to renew business tax certificates and to register a new alarm permit or renew alarm permit, while 26% conducted business by mail or in person (a 45% reduction from pre-pandemic levels).
- Increased Accounts Receivable collections by 11% from prior year to 73% or \$1.3 million.
- Increased Business Tax collections of over 250 delinquent accounts.
- Promotion of the business tax certificate program successfully added 182 new businesses. The new home businesses include Attorneys, Consultants, Online Retail operations and Online Services.
- Expanded revenue collections via online payment portal to include additional payment types such as Business Improvement District, Development Agreements, Billboards, Risk Management and Special Events.
- Successful implementation of online payment options such as E-check, EFT, ACH have increased digital payments usage by 11%. Digital payments accounts for 67% of all payments while paper currency accounts for 33% (down 11% from prior year levels).

General Accounting

It is the primary goal of the General Accounting Division to promote fiscal sustainability by monitoring, protecting, and increasing City resources and promote institutional integrity by maintaining and enhancing government transparency in all City operations and efficient delivery of services. The General Accounting Division does this through the following ongoing operations and special projects.

Work Plan

- Provide technical accounting oversight and guidance to ensure that Generally-Accepted Accounting Principles (GAAP) and Governmental Accounting Standards Board (GASB) requirements, along with City policies and procedures are consistently applied; to maintain the integrity of the City's accounting records; and to fully satisfy all reporting requirements.
- Receive an unqualified opinion on the City's annual financial audit and achieve peer recognition for quality of performance by receiving the Government Finance Officers Certificate of Achievement for Excellence in Financial Reporting. The financial audit and Audited Financial Report are to be completed within six months after the close of the fiscal year in order to be eligible for this prestigious award.
- Prepare financial reports and schedules with the highest degree of accuracy and relevance, on time and in accordance with Generally Accepted Accounting Principles and Government Accounting Standards. Among these reports are the Comprehensive Annual Financial Report , Federal Single Audit, State Controller's Annual Reports, and the Street Report.
- Manage all banking, investment, debt, and merchant services relationships to ensure the safety of financial assets, maximize interest income, and fund financial obligations.
- Productively invest cash assets to maintain a high level of safety, essential liquidity, and a reasonable return on investments commensurate with the primary goals of safety, liquidity, and yield, per the City Investment Policy.
- Ensure that the City funds all current and projected cash requirements with 100% of transactions completed on time and properly funded.

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- Provide oversight and support to all City banking functions ensuring cost efficient, timely, and accurate banking services with 100% of bank transactions completed on time.
- Administer the City's debt service and debt-funded capital projects, which includes preparing debt service payments, reconciling all Lease Revenue Bonds (LRBs) and Tax Allocation Bonds (TABs), overseeing arbitrage calculations, and maintaining financing records on debt funded capital projects.
- Prepare the monthly Treasurer's Report according to the City's Investment Policy and California Government Code Section 53646(i).
- Reconcile all bank, investment, and debt service statements within 30 days of the end of the month in order to detect and correct errors and reduce the potential for fraud.
- Provide financial services and guidance to assist our customers in meeting their objectives while enhancing internal control procedures.
- Review new vendor requests to ensure Form W-9 is current and applicable vendors are registered in good standing with the State of California.
- Satisfy City financial obligations by processing all City check printing requests accurately and expeditiously according to the Municipal Code 3.12.030 Register of Demands and the City's financial policies.
- Prepare, issue, and file by the required deadlines 1099 Forms for vendors, W-2's for employees, Form 1095-C's for those reportable under the new Affordable Care Act (ACA), as well as reporting related to State and Federal guidelines.
- Provide accurate, timely, service-oriented compensation processes, including bi-weekly payroll and financial management of health, vision, dental, workers compensation, disability, life insurance, and other payroll deductions.
- Monitor payment and reporting to the Public Employee Retirement System and deferred compensation retirement plans.
- Prepare the annual State Controller's Local Government Compensation Report.
- Maintain the Citywide cost allocation schedules and formulas.
- Provide training to City staff in accounts payable and payroll-related areas.
- Maintain staff development by providing access to webinars and seminars.
- Review all agenda items for fiscal impact and budgetary considerations.
- Complete other special projects as requested by the Director of Finance and Technology.

Special Projects

- Implement Government Accounting Standards Board (GASB) Statement No. 87, "Leases, Improving Accounting and Financial Reporting for Leases by Governments".
- Implement Phase II of transition to new banking service with Union Bank.
- Continue the implementation of GASB 68, "Accounting and Financial Reporting for Pensions and GASB 75, "Accounting and Financial Reporting for Other Post-Employment Benefits (OPEB)."
- Work with a consultant to finalize the City's Financial Policies and Procedures and provide training to departments on any new process.
- Increase paperless processes by implementing other payment methods such as ACH and/or electronic payments to vendors.
- Enhance the travel reimbursement process and receipt of information by searching electronic systems.
- Finalize the implementation of the paperless payroll process, including on-line time sheets, electronic check stubs, and electronic W-2's.
- Provide on-going support to SB 341 Housing reporting requirements.
- Provide on-going support to FEMA administration, reporting and reimbursement activities.

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- Provide on-going support to the contract review process, the purchase order review and creation process and the budget transfer processes.
- Provide on-going support to CJPIA third party insurance administrators reimbursement process.

Mid-Year Accomplishments – General Accounting

- Completed the audit of fiscal operations and received an unmodified “clean” audit opinion for the City Fiscal Year 2020-21, which ended June 30, 2021, and submitted the Annual Comprehensive Financial Report for consideration of the “Certificate of Achievement for Excellence in Financial Reporting” to the Government Finance Officers Association of the United States and Canada (GFOA).
- Updated accounting and payroll processes to pre-pay the California Public Employees’ Retirement System (CalPERS) unfunded accrued liability in order to achieve a discounted rate and a saving of \$418,248 to the City.
- Completed mandatory reporting related to the City’s various bonds to regulatory agencies (California Debt and Investment Advisory Commission (CDIAC), Trustee banks, Los Angeles County, etc.)
- Completed the required SB 341 Housing reports in-house for FY 2020-21.
- Performed cash management activities and reconciled all bank, investment, debt service, and merchant services statements within 30 days of the month in order to detect and correct errors and reduce the potential of fraud.
- Processed employee, vendor, debt, and refund payments in addition to completing numerous reporting requirements related to these functions.
- Processed daily accounting activities including monthly journal entries of City and Successor Agency Funds; activities related to various insurance providers including CJPIA; related debt service transactions.
- Provided guidance and assistance during the benefits open enrollment and continued to monitor provisions of the “Affordable Care Act,” the new pension regulations and other related statutes, including participating in various training opportunities to stay informed on both current and new laws and regulations.
- Provided ongoing customer service to internal and external customers and provided training to other divisions in order to continue ongoing updates on accounts payable.
- Provided support to the successful issuance of the 2021 Successor Agency Bonds which included the Refunding of the 2011A, 2011B and 2013 Bonds. And worked closely with CA Department of Finance to obtain approval of Amendment to the Last and Final Recognized Obligation Payment Schedule (ROPS), expecting respond in January 2022.
- Provided departmental support including the detailed review of 282 contracts as part of the contract review process, processing of budget adjustments, purchase orders, and assisted with copier maintenance administration.
- Provided ongoing support to COVID-19 related FEMA grant administration, \$4.2 million in expenditures submitted to date.

Information Technology

It is the primary goal of the Information Technology Division to enhance technology and access for the City and its citizens by recognizing the need to maintain the City's technology infrastructure and by expanding access of resources to our community. The Information Technology Division does this through the following ongoing operations and special projects.

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Work Plan

- Provide outstanding customer service to the organization.
- Maintain and update the Computer Master Plan and operating budget.
- Promote and expand the fiber Infrastructure and Wireless Infrastructure through the City in accordance with Fiber and Wireless Infrastructure Strategic Plans.
- Serve as a technology consultant to all City departments on cross-departmental projects such as CRM expansion, GIS, Permitting System improvements, etc.
- Proactively update and maintain technology and equipment, including servers, firewalls, networking equipment, enterprise applications, such as Cartegraph, EDEN, TRAKIT, and GIS, as well as computers, printers, and mobile devices.
- Provide support for remote and mobile users.
- Conduct technology and security training to staff.
- Coordinate the environmentally safe and appropriate disposal of electronic waste of City's outdated equipment and City employees' personal unneeded home electronics.
- Donate computers, laptops, printers, and other retired City-owned hardware to non-profit organizations with the assistance of Social Services.
- Update and improve IT policies and forms.
- Provide administration and support for the Intranet.
- Deploy network security upgrades, including Windows Updates, Cisco, and Adobe Reader.

Special Projects

- Extend fiber optic cable infrastructure along Sunset Blvd, Doheny Dr., Fairfax Ave., La Brea Ave., and Fountain Ave. to create a fiber loop.
- Deploy Wi-Fi along Santa Monica Blvd.
- Migrate Engineering Traffic network from copper to fiber on Santa Monica Blvd.
- Implement cloud disaster recovery site.
- Update Disaster Recovery and Cyber Security response plans.
- Perform a network penetration test.
- Start the process of replacing the permitting and land management system
- Implement resilient infrastructure that is conducive to a telecommuting workforce.
 - Migrate phone system to Teams Calling.
 - Migrate Laserfiche to a cloud platform
 - Replicate file system to the cloud
 - Improve internet connection resiliency and remove T1 lines.
 - Upgrade the Intranet and develop a new framework for sharing information and collaboration.
 - Upgrade firewall at Plummer Park
 - Upgrade backup internet at offsite locations
 - Standardize eSignature on centralized DocuSign contract.
 - Deploy Intune for mobile device and laptop management.
- Create and expand Digital City Hall efforts.
 - Expand the use of CRM to all customer-facing divisions to increase resident access and engagement, improve customer service, and allow for data-driven decisions.
 - Expand the use of collaboration and productivity tools such as SharePoint, Teams, OneDrive, OneNote, Forms, Flow, Planner, and more.
 - Implement Microsoft Bookings for city counters.
- Implement Aquatic & Recreation center technology infrastructure.

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- Standardize the City on cloud-based Meraki security cameras.
- Upgrade Microsoft SQL Servers.
- Upgrade all servers to Windows Server 2019 or later.
- Upgrade Track-It! IT ticketing system.
- Relaunch Open Data efforts and expand data applications and products offered.
- Work on implementing the GIS strategic plan. The goal is to use GIS as a central addressing and mapping repository for the City.
- Organize regular Microsoft Office and Windows 10 training.
- Work with Facilities to add mission-critical power outlets to the generator (frontline staff PCs, printers, IDF AC).
- Implement Advance Storage/File System Disk Monitoring application.
- Update the IT Strategic Plan.
- Perform PCI Compliance Survey and Audit.
- Implement 2-Factor Authentication for all critical infrastructure.

Mid-Year Accomplishments – Information Technology

The Information Technology division performed numerous projected related to its ongoing operations and providing support services for City staff including:

- Replaced large format DesignJet printer.
- Distributed laptops and monitors for telecommuting staff.
- Participant of West Hollywood Reinvented working group.
- Renewed DocuSign and Zoom contracts.
- Conducted technology and security training to staff.
- Made numerous security improvements such as AppLocker, BitLocker MFA, etc.
- Improved computer fleet management by utilizing latest Microsoft Intune technology.
- Deployed network security upgrades, including Windows Updates, Cisco, Adobe Reader, etc.
- Coordinated the environmentally safe and appropriate disposal of electronic waste of City's outdated equipment and City employees' personal unneeded home electronics.
- Expanded CRM to incorporate RSH and Recreation needs and services.
- Assisted the Digital Media, Facilities, and Long Rane Planning divisions with their technology projects.

The Information Technology division performed numerous special projects related hybrid working environment, improving security, business continuity, network resiliency as well as another technological advance. Major projects included:

- Completed the IT Strategic Plan.
- Implemented Microsoft Bookings reservation system.
- Upgraded the Intranet and migrated all the data.
- Released RFP for Permitting and Land Management system migration.
- Migrated all user Desktops and My Docs to OneDrive.
- Upgraded Active Directory Namespace and raise the domain functional level.
- Implementation of Local Administrator Password Solution (LAPS).
- Deprecation of unsecure NTLM authentication.
- Enabled MFA to All Users (including guests).
- Implemented AppLocker on all workstations and BitLocker on laptops.
- Blocked legacy authentication in Azure AD for ActiveSync to all users.

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- Held mandatory Cyber Security Training for All-Staff with 96% completion rate.
- Upgraded Firepower Firewall OS.
- Completed the Disaster Recovery in the cloud (DRaaS) contract.
- Reviewed and updated 99% Sunset fiber plans.
- Implemented technology for the Aquatic and Recreation center project.
- Completed the Broadband Consulting Services RFP and selected the vendor.
- Completed the RFP and selected the vendor for Santa Monica Wi-Fi and engineering network project.

Attachment A

Public Safety Department

Kristin Cook

Director

The Public Safety Department provides innovative public safety services to protect life and property and to improve the quality of life for residents, businesses, and visitors in West Hollywood.

Departmental Goals

- Safeguard the community from threats of natural, technological, and other hazards.
- Protect the personal safety of the residents, employees, and visitors to West Hollywood while providing exemplary law enforcement, fire protection, and emergency medical services to the City.
- Promote neighborhood livability and provide customized community based policing to all areas of the City.
- Maintain a robust emergency management program for the City.
- Establish and maintain unified response capability for large events.

Strategies

- Support the West Hollywood Homeless Initiative which seeks to effectively address homelessness with a multi-disciplinary, multi-agency, collaborative response with law enforcement and private security resources.
- Use data to refine public safety resource deployment efforts in the City.
- Utilize public education programs to promote awareness on key public safety issues within the community.
- Continue to support the balance between nightlife establishments and residents with the Security Ambassador Program.
- Work consistently with partner agencies and collaborators to build better unified relationships.

Measurements

- Conduct periodic citizen reviews via Public Safety Commission in partnership with the newly created Social Justice Taskforce.
- Maintain public safety agency response times.
- Maintain international reputation for outstanding major event production and safety, including authoring Event Action Plans when applicable.

Public Safety Administration

Work Plan

- Continue to support the City's response to the COVID-19 health crisis.
- Continue to make emergency preparedness, response, and recovery for all City staff a top priority of the Public Safety Department, including updating and maintaining the City's Emergency Plan.

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- Support the West Hollywood Sheriff's Station's efforts to address neighborhood livability, including ongoing criminal and quality of life issues, homelessness, scavenging, and nuisance issues.
- Strengthen coordination among staff and first responders during major special events and disasters by utilizing a unified command center which includes integrated police, fire, and emergency medical services communication.
- Offer regular emergency preparedness meetings and trainings to the West Hollywood community.
- Support the City Manager's Department to continue to invigorate Neighborhood Watch including attending meetings and encouraging active participation by various neighborhoods.
- Maintain Sheriff's Department Community Impact Team programs and community engagement, including homeless outreach, nuisance abatement, dogs off leash, pet waste, and other neighborhood livability and quality of life issues with a particular focus on homelessness issues.
- Support and continue to expand the Public Safety Commission's public education outreach, including utilizing social media and partnering with Block by Block Security Ambassadors.
- Continue to support the "Don't Drink and Drive" education campaign and include shuttle services.
- Continue to offer special programming for seniors, including senior safety seminars and "55 Drive Alive" mature driver course.
- Continue the City's collaborative programming with local domestic violence prevention agencies and the Community Impact Team.
- Provide liaison staff support to the Public Safety Commission.
- Provide public safety orientation, community sensitivity training, transgender community orientation, and emergency management training for employees and public safety personnel assigned to West Hollywood.
- Continue to actively participate with state, county & local government agencies, including the Los Angeles County Human Relations Commission, on all issues related to hate crimes prevention, domestic violence prevention, family violence prevention, and advocate for improved violence prevention services for underserved communities.
- Support the use of social media tools by the West Hollywood Station to communicate with the public more effectively and continue to study, implement, and improve additional communication methods.

Special Projects

- Guided by the Public Safety Commission, participate in projects that promote equity in policing.
- Continue to partner with other departments to focus the City's priority on neighborhood safety and livability while balancing the impacts between residential and commercial interests.
- In partnership with the Sheriff's Department, continue to utilize the Security Ambassador Program staffed by Block by Block to enhance security and promote neighborhood livability.
- Continue the special deployment of crime suppression deputies who strategically target criminal activity such as robberies and burglaries while patrolling the neighborhoods.
- Continue to utilize a Sheriff's Department foot beat program to add a more visible law enforcement presence.
- Continue to collaborate with the City staff from the Homeless Initiative, Code Compliance, and Social Services to address issues for residents and businesses due to homelessness.

Attachment A

Mid-Year Accomplishments – Administration

- Continued to support the City’s response to the COVID-19 pandemic, including regular communication with the Los Angeles County Department of Public Health and Department of Health Services and other first responders. Continued to work with Disaster Management Area A cities and Los Angeles County on emergency management projects and grants, including the Emergency Management Performance Grant and the Emergency Plan update.
- Refurbished the City employee emergency supplies program, including a new tracking system.
- Continued to coordinate with Neighborhood Watch Captains and groups through virtual meetings.
- Executed a MOU with the Center for Policing Equity to conduct a study of the West Hollywood Sheriff’s Station. CPE personnel are currently analyzing sample LASD data for West Hollywood Station in advance of the five year analysis.
- Assisted the Public Safety Commission with a workplan to focus on reimagining policing and equity, including hosting a community conversation with Constance Rice.
- Implemented an Eastside Kiosk location for Block by Block Security Ambassadors.

Sheriff & Protective Services

The Public Safety Department provides public safety services to protect life and property and to improve the quality of life for residents, businesses, and visitors in West Hollywood. This is done through a contract for services with the Los Angeles County Sheriff’s Department and as part of the Los Angeles County Fire District. The Public Safety Department promotes traditional and non-traditional approaches to public safety, encourages civic engagement through public outreach, and effectively collaborates with partner agencies.

Work Plan

- Continue to support the City’s response to the COVID-19 health crisis.
- Maintain the Mental Evaluation Team (MET) to address mental health responses in the City.
- Guided by the Public Safety Commission, participate in projects that promote equity in policing.
- Maintain on-going diversity and sensitivity training for all Sheriff’s personnel.
- Continue to network with residents, businesses, law enforcement, fire personnel, and staff regarding enforcement in high density, nighttime entertainment destinations within the City and ensuring a safe environment for patrons.
- Continue prevention, intervention, and enforcement philosophy regarding community-oriented and problem-solving policing with a focus on quality of life issues and “public trust policing.”
- Evaluate and monitor deployment and redirect patrol resources in the most efficient manner, including special crime suppression deployments.
- Maintain Community Impact Team’s programs and community outreach, including homeless outreach, nuisance abatement, dogs off leash, pet waste, and other neighborhood livability and quality of life issues.
- Support volunteer opportunities for residents, including the Sheriff’s Volunteer Program and the Fire Department’s Community Emergency Response Team (CERT) Program.

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Special Projects

- Continue to partner with the Security Ambassador Program staffed by Block by Block to enhance security and promote neighborhood livability, including utilizing the Park Restroom Ambassadors.
- Continue to support the partnership among first responders to examine major special events and adapt to changes required by COVID-19.

Mid-Year Accomplishments – Sheriff & Protective Services

- Continued to support the City’s response to the COVID-19 pandemic.
- Attended bi-weekly meetings hosted by the Chamber of Commerce to discuss and resolve public safety related issues.
- Increased presence in the community through vehicle, bicycle, and foot patrols and special operations.
- Assisted Code Enforcement Officers with code and health order issues.
- Provided public safety resources for Halloween weekend and private special events in accordance with the Los Angeles County Health Order.
- Continued to coordinate with the Block by Block Security Ambassadors on neighborhood livability and park security.

Event Services

The Event Services Division primary goals are to provide a positive experience to event producers and internal partners when they are producing an event. The Division looks to continually improve processes where applicable to streamline efforts and execute an event taking place in the City that reflects the diverse business economy and the City of West Hollywood’s unique brand.

Work Plan

- Provide high level customer service and guidance to Event Producers and interdepartmentally related to logistical support for large scale events.
- Continue to follow all Los Angeles County public health orders related to the COVID-19 Pandemic as it applies to gatherings and events.
- Provide logistics support to City stakeholders seeking to produce compliant live activations, such as vehicle-based events, during the pandemic.
- Continue event mitigations related to Phase II of West Hollywood Park Master Plan and large scale events through the final stages of construction and opening of the facility.
- Continue planning conversations related to the incorporation of annual events into new West Hollywood Park facilities with the Facilities and Field Services Division.
- Effectively review and negotiate large scale event requests, balancing community benefit and community impacts.
- Provide logistical support at all phases of large scale production for high-profile external event producers, City divisions and City businesses. Facilitate logistic coordination between event producers, multiple City departments, external agencies, and neighboring municipalities for the large-scale events such as: The Academy Awards (Oscars) events including, The, Elton John AIDS Foundation’s Oscar Party Viewing Party and Fundraiser, The L.A. Marathon, LA Pride Festival and Parade, The HBO Emmy Party, and the annual Halloween Carnaval.

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- Continue to ensure safety of participants and the public by partnering with Public Safety for the planning of street closures, provide resources, and ensure all major and minor events are executed safely.
- Coordinate multi-agency logistics meetings, serving as a liaison between event producers and impacted City Divisions, generate Council staff reports, identify appropriate means of neighborhood notification, debrief meetings, and invoicing for large scale events.
- Continue to develop and nurture relationships between the City and both existing and new high-profile event productions.
- Continue to review and update processes and procedures as well as technologies that may support the large scale production process.
- Meet with the Facilities and Field Services Manager for regular updates on the West Hollywood Park Phase 2 project and opening.
- Provide support and planning collaboration on facility uses and site plans.
- Review requested facility uses, generating Council staff reports, identify appropriate means of city and/or neighborhood notification, and evaluate permit needs.
- Coordinate and facilitate debrief meetings and invoicing for large scale events
- Produce the West Hollywood Halloween Carnival (*event was not held in 2021 due to pandemic-related public health considerations*)
 - Continue to monitor, evaluate, and improve production quality of the event.
 - Continue to incorporate the use of various technologies within the event and in support of the event where available.
 - Continue to prioritize the safety of participants and the public by partnering with Public Safety for the planning of street closures, provide resources, and ensure all major and minor elements of the event are executed safely.
 - Coordinate multi-agency logistics meetings, serving as a liaison between event production partner(s) and multiple City Divisions, external agencies, businesses, and neighboring municipalities.

Mid-Year Accomplishments – Event Services

- Successfully supported multiple large high-profile events allowing critical fundraising to continue safely. Productions complied with the Los Angeles County Public Health COVID –19 guidelines and protocols.
- Implemented updates to all permit agreements providing mitigations and protections in relation to COVID-19.
- Provided logistics support, permitting, and onsite monitoring for OUT on Robertson, World Dog Day, Elizabeth Taylor Ball to End AIDS, amfAR Gala, Los Angeles Marathon, Bbay2Bbay Gala, and Friends of the AIDS Memorial World AIDS Day.
- Issued and successfully completed RFP for Production Services for West Hollywood Pride 2022.

Attachment A

Human Services & Rent Stabilization Department

Christof Schroeder

Director

The Department of Human Services and Rent Stabilization includes the Strategic Initiatives, Social Services, and Rent Stabilization and Housing Divisions. The Department's mission is to provide services and programs supporting a healthy and resilient community and a high quality of residential life.

Departmental Goals

- Address the human services and housing needs of the community with a focus on the most vulnerable.
- Empower residents to improve their wellness and community connections.
- Provide access to affordable, safe, well-maintained housing.
- Reduce and prevent homelessness.

Strategies

- Provide a broad array of social services and community support.
- Support affordable housing.
- Address homelessness through engagement, services, and housing.
- Maintain, enhance, and enforce the Rent Stabilization Ordinance.
- Support wellness, independence, and longevity in aging through targeted programming.
- Ensure a variety of transit options and accessibility.
- Facilitate intergovernmental and interagency coordination.

Measurements

- Update the City's community needs assessment for programs intended to meet the diverse needs of the community.
- Maintain the quality and diversity of social services and expand resources to meet evolving community needs by fostering innovation, collaboration, and coordination among providers.
- Increase affordable housing opportunities while maintaining rent-stabilized housing.
- Implement and evaluate the impact of initiatives addressing homelessness, poverty reduction, housing affordability, as well as the HIV Zero, and the Aging in Place, Aging in Community Strategic Plans.
- Integrate transit strategies and improvements into existing programs.

Social Services

It is the primary goal of the Social Services Division to support people by offering a continuum of social services that expands to meet the community's needs as demographics change. The Division provides free and subsidized transit options to enable constituents to access a variety of programs, services, and City functions and to remain engaged in community life. The Social Services Division achieves its social services and transit goals by implementing the following ongoing operations:

Social Services Work Plan

- Disseminate the information gathered through the 2019 Community Study process.

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- Contract with local non-profit agencies to provide social services to community members; monitor the programs for quality, accessibility, and participation; foster innovation, collaboration, and coordination among service providers.
- Provide fiscal oversight of the social service agencies with whom the City contracts for services.
- Conduct annual file audits of the contracted social services agencies/programs to ensure reporting accuracy.
- Develop creative approaches to support residents aging in place and long-term survivors living with HIV/AIDS.
- Continue to support the City's contracted providers of senior services in their efforts to implement the City's Aging in Place/Aging in Community five-year Strategic Plan.
- Continue to coordinate with various City Divisions and local nonprofit agencies to address residents with hoarding challenges.
- Continue to partner with the City's contracted Substance Abuse Treatment providers to develop educational/awareness campaigns that emphasize harm reduction strategies (i.e., fentanyl test strips, Naloxone, and the syringe services program).
- Identify additional resources for those in need of substance abuse treatment.
- Intensify outreach and service delivery to people who are homeless by utilizing the Multi-Interdisciplinary Team (MIT) model and incorporating mental health and general medical health services into outreach and case management.
- Participate in LAHSA's (Los Angeles Homeless Services Authority) countywide point-in-time Homeless Count to obtain an approximate number of people who are homeless in West Hollywood.
- Continue coordinating with the Sheriffs and local service providers to provide shelter, mental health services, and substance abuse treatment to community members who are homeless; provide additional support to Sheriff's personnel who encounter community members who are homeless and in need.
- Continue to partner with the Los Angeles County Department of Public Health to share information and provide outreach to the community regarding preventable infections (Meningitis, Hepatitis A, Mumps, Measles, HIV, and STDs) and viruses (COVID-19).
- Continue to partner with the City's contracted HIV Care and Prevention providers to develop HIV prevention social marketing campaigns that emphasize HIV testing and counseling, biomedical interventions (PrEP, PEP), and access to care; direct community members to the WeHo Life website and other social media platforms.
- Continue to work with the City's strategic partners on implementing the HIV Zero Strategic Plan.
- Provide enrichment in local schools, including school gardens, arts and music, literacy, service learning, and the monthly Children's Roundtable meetings; administer the Grants in the Schools program.
- Provide access to community services and public health information through the dissemination of information related to Disabilities Awareness Month, Breast Cancer Awareness Month, The Lesbian Speakers Series, HIV Prevention Month, and World AIDS Day. Honor outstanding community leaders at the televised Senior Advisory Board meeting in May, the televised Disabilities Advisory Board meeting in October, and on World AIDS Day in December.
- Continue outreach and publicity about available programs and services, coordinate with various City Divisions on opportunities for ongoing community engagement for residents.

Transit Services Work Plan

- Continue to manage the performance of the City's transit programs, which include Cityline (Local and Commuter), The PickUp, Dial-A-Ride/TLC, and the On-Call Transportation program.

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- Explore the feasibility of transitioning the City’s Dial-A-Ride program into an on-demand micro-transit service that prioritizes senior/disabled residents while being available to the community as a whole.
- Continue implementation of the recommendations from the City’s transit service evaluation.
- Expand marketing efforts to increase ridership on Cityline Local, Cityline Commuter, and TLC Door to Door service; promote and increase use of the City’s subsidized Senior and Disabled TAP card program for Metro access.
- As directed by LA County DPH, continue to support access to outings and field trips for seniors and school-age children by making funding available to cover the cost of transportation.
- Continue to coordinate with other cities to exchange General funds for Prop A funds to support the City’s transit operations; manage Metro Prop A funding and other grants.
- Continue to participate with LA Metro in advising with regards to local and regional planning issues; work with Metro to promote increased use of public transit.
- Continue to collect and analyze transit data for reporting to the National Transit Database.

Mid-Year Accomplishments – Social Services

The Social Services division completed the following general operations activities:

- Renewed 33 contracts with 25 non-profit organizations totaling just over \$5,100,000 to provide Social Services programs to West Hollywood community members.
- Successfully conducted the ongoing fiscal and program monitoring of all contracted Social Services agencies.
- Since the onset of the Emergency Rental Assistance program in March 2020, worked closely with contracted agencies to provide 590 West Hollywood residents emergency rental assistance totaling \$1,594,393.
- Expanded emergency services for Eviction Prevention and Defense, resulting in 197 community members reaching out for legal services assistance.
- Successfully coordinated a COVID-19 Vaccination Clinic and Flu Vaccination Clinic in partnership with Cedars-Sinai as part of Disabilities Awareness Month programming.
- Through the City’s contracted providers of homeless services, the City successfully placed 50 unhoused youth and adults into both transitional and permanent housing.
- Through the City’s contracted providers of Senior services, the City successfully placed 13 low-income seniors into permanent supportive housing, four of whom were formerly unhoused.
- Completed Year Five of the HIV Zero Initiative and reported findings as part of the World AIDS Day programming.
- Participated in the ongoing LA County Department of Public Health COVID-19 telebriefings and submitted briefing notes to the City’s Communications Department.
- Conducted both a one-year and a ten-year data analysis of access to Social Services by Community Members of Color and reported the findings to the Lesbian and Gay Advisory Board, Human Services Commission, the Social Justice Task Force, and the City Council.

The Social Services division completed the following transit services operations activities:

- Managed the performance of the City’s transit programs, including the relaunch of The PickUp entertainment trolley service.
- Entered into an Agreement with Block by Block to provide transit security services on The PickUp entertainment trolley program.

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- Implemented new branding for The PickUp entertainment trolley program by installing new vehicle wraps, street signage and launching a new microsite for the service.
- Continued implementing the City's transit service evaluation recommendation to make transit service information accessible by designing new transit services brochures and translating the City's transit services webpages into Spanish and Russian.
- Completed Proposition A fund exchanges totaling over \$2.7 million with the Cities of Hermosa Beach and Lakewood.
- Analyzed the Fiscal Year 2021 transit data and successfully submitted the annual report to the National Transit Database.
- Continued to provide COVID-19 emergency transportation, including COVID-19 testing and vaccination trips, to vulnerable members of the community.

Strategic Initiatives

It is the primary goal of the Strategic Initiatives Division to address the identified issue areas – homelessness, aging, lesbian/bisexual/queer women's health, poverty, and women's issues – in a manner that supports and strengthens West Hollywood community members and leverages local and regional resources. The Strategic Initiatives Division will meet these goals through the following ongoing operations, collaborations, and special projects.

Work Plan

- Increase public awareness of all of the projects in the Strategic Initiatives Division.
- Respond to community members regarding concerns about homelessness in West Hollywood, including more focused efforts on community education and awareness in partnership with the United Way's "Everyone In!" campaign, the LA County Homeless Initiative, and the Westside COG Homeless Working Group.
- In partnership with the Social Services Division, work collaboratively with City-funded providers addressing homelessness, including the provision of outreach services, case management, mental health services, education and employment services, shelter, and linkage to benefits and housing.
- Participate in local and regional responses to homelessness with the West Hollywood Chamber of Commerce Homeless Committee, the WSCCOG and its Homeless Working Group, and the LA County Homeless Initiative.
- Partner with law enforcement, the Los Angeles Homeless Services Authority (LAHSA) and the City's contracted agencies for collaborative homeless outreach operations.
- Implement the City's approved plan to address homelessness in West Hollywood, including exploration of a multi-purpose facility to provide services, as well as interim and supportive housing, with support from an implementation grant from County Measure H funds.
- Oversee continued efforts to conduct demographic surveys of homeless community members in West Hollywood in partnership with LAHSA and the City's contracted homeless services agencies.
- Lead the City's efforts for the LAHSA (Los Angeles Homeless Services Authority) annual countywide point-in-time Homeless Count to obtain an approximate number of people who are experiencing homeless in West Hollywood.
- Oversee implementation efforts for the City's Aging in Place/Aging in Community Strategic Plan, including interventions and ongoing evaluation of this multi-disciplinary, cross-departmental effort.

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- Develop partnerships to more effectively address aging issues, including with AARP, LA County agencies, Cedars-Sinai and more.
- Develop programming and resources to support aging in the community for both older adults and those providing care for them, including, but not limited to, educational and social programming, technology education and interventions, inter-generational programming, and connectivity to the California Master Plan on Aging.
- Convene the Los Angeles County Lesbian, Bisexual and Queer Women’s Health Collaborative, which includes partners from the LA County Office of Women’s Health, the Los Angeles LGBT Center, the Iris Cantor/UCLA Women’s Health Education & Resource Center, and more.
- Provide administrative and fiscal support for the Lesbian, Bisexual and Queer Women’s Health Collaborative ongoing trainings program for health care providers and administrators, with the overall goal of increasing cultural competency in medical care for lesbians and bisexual women.
- Lead the development of a pilot program that will assist in reducing poverty levels for West Hollywood residents, and will include data on current poverty levels, research on best practices in poverty reduction, identification of a collaborative partner, and continue engagement with Mayors for a Guaranteed Income and the Center for Guaranteed Income Research to support this work.

Mid-Year Accomplishments – Strategic Initiatives

- Launched an effort to develop a behavioral health crisis response system for the City of West Hollywood to provide a first-responder model to address mental health care crises for those housed and unhoused in West Hollywood.
- Completed process to identify partners to launch the City’s first Guaranteed Income pilot project, including nonprofit program administrator, financial distributor, and research/evaluation partner. Secured \$450,00 in external funding to cover the costs of direct income disbursements. The program will be the first LGBTQIA and the first older adult focused guaranteed income project in the nation.
- Continued work on the Homeless Initiative’s feasibility study to site homeless services, interim and permanent supportive housing in the City, including identification of potential sites and securing authorization to apply for the California HCD Project Homekey funding.
- The City’s Aging in Place/Aging in Community initiative featured in AARP’s “Livable Communities” as an exemplar of identifying and promoting strategies that incorporate equity into community design, decision-making and delivering equitable outcomes. The City is part of the AARP Age-Friendly Network.
- In advancement of the City’s DEI efforts, the division hosted a cross-departmental 15-hour Cultural Humility training to continue to advance work focused on race, diversity, equity, and inclusion. Continued dialogue with the City’s contracted nonprofit homeless outreach providers to inform ongoing work and to achieve more equitable outcomes.
- Coordinated purchase and distribution of socks, blankets, sleeping bags, hygiene kits, rain ponchos, hand warmers, face masks, and hand sanitizers to the City’s contracted non-profit homeless outreach teams, the West Hollywood Sheriff’s Station, and the West Hollywood Mental Health Evaluation Team to distribute to community members experiencing homelessness to support them, as well as build rapport and connect them to services.
- Continue to work in partnership with the Westside Council of Governments’ homeless working group, including efforts to update the regional strategic action plan and to engage in in-depth regional discussions on the development of behavioral health crisis response units.

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- Completed the Year 4 Aging in Place/Aging in Community report, focused on the City's response to COVID-19 relative to older adults – shared report and/or made presentations to multiple advisory boards, the Social Justice Task Force, the Human Services Commission, and the City Council.
- Completed the annual Homeless Initiative update and provided updates to multiple advisory boards, the Social Justice Task Force, the Human Services Commission, the Public Safety Commission, and the City Council.

Rent Stabilization

The Division's goal is to create and maintain housing opportunities and protections that continue to meet the community's needs. The Division strives to meet this goal by working to assure housing options remain available and affordable to the range of households living and working in West Hollywood, while creating additional affordable housing and housing that is affordable to present and future community members.

Work Plan

- Provide guidance and counseling on local and state housing rules and protections. Provide information to tenants and property owners including rights and responsibilities under the Rent Stabilization Ordinance and other local and state housing programs, and connection to other agencies such as the Coalition for Economic Survival (CES) Tenants Rights Clinic and Bet Tzedek.
- Process petitions for rent adjustment and maximum allowable rent determination and appeals of the examiner's decision (available to tenancies subject to the Annual General Adjustment and minimum maintenance standards in the RSO).
- Support the Rent Stabilization Commission in hearing appeals of the hearing examiner's decision, and policy explorations related to rent stabilization.
- Manage the rent stabilized tenancy database, recording new tenancies, collecting annual program fees, processing exemptions, and issuing fee rebates.
- Monitor units vacated through no-fault eviction (Ellis Act, owner occupancy), and Section 8 contract cancellations.
- Support displaced tenant households through a contracted relocation service provider paid with fees provided by the property owner removing the rental units from the housing market.
- Administer the rental inclusionary housing program, waitlist, lease up of units, and annual certification of rents and household incomes, and affordable ownership inclusionary opportunities.
- Participate in the City's Development Review and Design Review Committees and Hoarding and Vacant Properties Task Forces.
- Anticipate, analyze, and respond to community needs, analyze statistics, and identify trends in the rental housing market. Review the Rent Stabilization Ordinance and the Regulations and recommended changes when appropriate.
- Advance tenant protections with Legal Services, Code Compliance, and other divisions, and other rent programs to develop legislation.
- Receive and record three-day notices and unlawful detainer actions, maintain information files on RSO properties and inclusionary housing units and fulfill requests for public records.
- Oversee tenant habitability plans during seismic retrofitting work and for major renovation at occupied rental properties.
- Oversee, review and record buy-out agreements in compliance with the City's rules and requirements.

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- Promote preservation of existing housing and new affordable housing development in mixed-income, mixed-use residential/commercial projects, and monitor inclusionary housing agreements.
- Identify and incorporate programs to address “aging in place” and increase sustainability in multi-family buildings.
- Collaborate with the Planning Division to update the Zoning Ordinance when necessary to advance housing goals, policies, and programs.

Special Projects

- Continue to adjust and introduce process changes to the RSO tenancy registry database system and procedures to maintain level of customer service while improving administrative efficiencies and reducing process and paper.
- Assess and identify process improvements for the rental inclusionary housing program that reduce lease up time and expedite referrals from the city to fill vacant apartments in the inclusionary rental program.
- Increase opportunities for remote and online access for constituents related to all areas of division programs, including hearings and public records retrieval.
- Engage in comprehensive review of RSO and Regulations to identify areas for promoting clarity and consistency.

Mid-Year Accomplishments – Rent Stabilization

- Successfully directed contract with Coalition for Economic Survival to provide additional West Hollywood tenant focused clinic and outreach during the local emergency and diminishment of statewide COVID-19-era safeguards.
- Streamlined tenant habitability plan application process in conformity with newly adopted standards.
- Achieved compliance in conjunction with City Attorney’s office assistance from landlords who were not meeting resident manager requirements.
- Finalized recommendations from the Rent Stabilization Commission ad hoc committee on rent decrease valuation guidelines.
- Processed over 30 rent adjustment applications through full hearing and 10 Rent Stabilization Commission appeals.
- Initiated multi-divisional Tenant Harassment Task Force to review and address problematic cases and properties through a creative and collaborative process.
- Expanded landlord and tenant targeted newsletter to include information from other city divisions.
- Council initiatives related to unit registration expansion, ban on pet deposits, and minimum maintenance requirements were agendized with Rent Stabilization Commission with expected Council consideration early in calendar year 2022.
- Increased constituent opportunities to engage the Division through online platforms, including re-registration, application forms and payment options.
- Onboarded HouseKeys Inc as the new third-party inclusionary housing program administrator.
- Agendized staff-initiated recommendations to improve clarity and consistency of Rent Stabilization Ordinance and Rent Stabilization Regulations for Rent Stabilization Commission review with anticipated Council consideration in early calendar year 2022.

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Facilities & Field Services Department

Steve Campbell

Director

The functions of the Facilities and Recreation Services Department include Administration, Recreation Services, and Facilities & Field Services. The Department is committed to providing exceptional services that enrich the lives of community members by providing services and programs supporting a vibrant and active community. It is the primary goal of the Department to upgrade City buildings and infrastructure; to support a vibrant business economy; and, to enhance the quality of life for residents.

Departmental Goals

- Continue to improve the City's infrastructure and facilities.
- Empower the community to improve wellness and fitness through vibrant park and recreation programs.
- Create public open space.
- Support economic development within the community.
- Provide safe and well-maintained Parks and Facilities.

Strategies

- Improve and enhance the City's Parks and City Facilities to ensure positive public spaces.
- Continue to explore ways to expand open space throughout the City.
- Promote and support health and wellness in the community by offering a variety of park and recreational programming opportunities.

Measurements

- Develop recreation programs meeting the community's diverse needs for wellness, fitness, and community connections.
- Deliver a high standard of City building and landscape maintenance services to the community.
- Implement projects to enhance the City's park system.
- Promote and support health and wellness in the community by offering a variety of park and recreational programming opportunities.

Recreation Services

It is the primary goal of the Recreation Services Division to enhance cultural and creative life of the community by providing recreation programming that provides an environment that nurtures the variety of ethnicity, age, and sexual orientation that uniquely defines the West Hollywood community. The Recreation Services Division does this through the following ongoing operations.

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Work Plan

- Continue to plan and enhance recreation programming at Plummer Park and the Aquatic and Recreation Center.
- Continue implementation of recreation staffing analysis to provide recommendations for staff configuration and staffing levels.
- Research and develop Standard Operating Procedures for Plummer Park and Aquatic and Recreation Center that meet criteria for Covid-19.
- Continue to offer division activities, events, and programs in a virtual, hybrid or in person program at our recreation centers.
- Provide recreational and community opportunities at Plummer Park and the Aquatic and Recreation Center that promote health and wellness.
- Continue adult programming through special events, excursions, and classes; maintain the health and well-being of older adults and city residents through the Aging in Place, Aging in Community Strategic Plan lens. Programs and events will be modified according to health and safety guidelines.
- Continue responsiveness to program requests and interests by the community while carefully assessing success and sustainability, fostering human development, and promoting health and wellness.
- Provide aquatics programming at the Aquatic and Recreation Center during our phased reopening that promotes safety and lifelong learning.
- Continue partnership with the West Hollywood Sheriff's Department Youth Athletics League (YAL) to create additional educational and recreational programs at Plummer Park to foster human development along with building a bridge with the youth of West Hollywood and law enforcement. Programs will be phased in during the next fiscal year.
- Provide exceptional day camp programs for children in West Hollywood while promoting safety and security, fostering human development, and promoting health and wellness.
- Maintain and improve the high-quality Tiny Tots and Tot Time programs which foster human development and support lifelong learning for all children on the learning spectrum.
- Expand the Active Network software to offer constituents online services for facility use, activity registration and check out procedures through the Rec Connect App.
- Prepare for the additional spaces provided at the Aquatic and Recreation Center while implementing programs and services during a phased opening.
- Review and analyze fees charged for recreation programs and activities.
- Continue to review Park Rules governing the use and operation of City parks and provide recommendations for staff for any amendments and additions needed.
- Continue to monitor and modify programs, events, and services to meet the current health and safety guidelines for Covid-19.

Mid-Year Accomplishments – Recreation Services

- Operated the Helen Albert Certified Farmers' Market every Monday from 9:00am - 2:00pm, including most holidays, at Plummer Park. An average of 495 customers attend the market every Monday to purchase organic and farm fresh fruits and vegetables, baked goods, fresh fish, and more from 26 vendors in attendance.
- Recreation fees were approved by City Council in December 2021. The new fee structure will provide an update to the current list of fees by streamlining the hourly rate and designated groups for rentals. The Aquatic and Recreation Center (ARC) Emergency Plan was also developed and

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reviewed by staff, this document will be used as a starting point for our emergency procedures and training.

- In preparation of the opening of the ARC, the Aquatics team is creating and planning high quality aquatics programs such as lap swim, group and private swim lessons, water fitness, developing user group rental agreements and aquatic themed special events. Staff also conducted weekly off-site Aquatics In-Service trainings. 4 Continued to develop and offer recreation programs and events such as Youth Halloween Carnival, Tiny Tots and Tot Time, Teen Center programs, produced a virtual Veterans' Day ceremony, Food and Toy Drive, Movies in the Park, Junk in the Trunk, Fundamentals of Sports and distributed the Community Connection Newsletter and Rec Reader.

Facilities & Field Services

It is the primary goal of the Facilities and Field Services Division to expand and enhance the City's green and public spaces, upgrade existing buildings and infrastructure, and enhance and expand disability access throughout the City. The Division does this through the following ongoing operations and special projects.

Work Plan

- Provide maintenance and repair services to City buildings, parks, streets, associated landscaped areas, medians, streetscape improvements, street trees, and vehicles.
- Manage capital improvements and repair projects related to City buildings, parks, associated landscaped areas, medians, streetscape improvements, street trees, and vehicles.
- Provide graffiti-removal services to private and public properties located in West Hollywood.
- Continue implementing the City's transition plan in relation to the Americans with Disabilities Act.
- Plant street trees wherever feasible.
- Provide staff support to the Public Facilities Commission.
- Complete projects as listed in the Capital Project list.
- Develop and implement programmed & preventative maintenance programs for City facilities, landscaped areas, and streets.
- Develop and administer facility, building, landscape and street service, maintenance, and repair contracts with various vendors and contractors.
- Continue to implement and refine the Citywide Enhanced Sidewalk Cleaning Program.

Special Projects

- Complete construction management of the West Hollywood Park Master Plan Phase II Implementation Project.
- Continue as core team member of the City's Capital Improvements team.
- Administer the Green City Awards in conjunction with Public Facilities Commission.
- Team member for the Plummer Park Master Plan Implementation Project.
- Team member of the Laurel Park Improvement Project

Mid-Year Accomplishments – Facilities & Field Services

- Planted over 30 street trees in the first half of the fiscal year.
- Removed over 5,000 square feet of graffiti throughout the City on public and private property.

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- Actively managed 95 contracts for citywide maintenance services and processed over 2,800 invoices.
- Presented the 2021 Green City Awards in December 2021.
- Actively participated in the Laurel Park subcommittee meetings.
- Finalized the procurement of the furniture, fixtures, and equipment for the West Hollywood Park Aquatics and Recreation Center.

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Planning & Development Services Department

John Keho

Director

The Planning & Development Services Department's mission is to manage the City's urban environment and create a livable community that balances the needs of residents, businesses, property owners, and visitors.

Departmental Goals

- Protect and enhance neighborhoods.
- Strengthen the local economy.
- Ensure the health and safety of the built environment.
- Increase sustainability and conservation.
- Plan and design community spaces.
- Facilitate informed land use decisions.

Strategies

- Develop policies and programs that support and enhance neighborhood character through design guidelines, historic preservation, and community engagement.
- Develop design guidelines and create and implement programs that seismically strengthen certain structurally deficient buildings.
- Manage the development review process to support the goals of the City of West Hollywood.
- Promote health and sustainability through strategies including the design for a walkable and bikeable community and active public spaces.
- Decrease resource usage such as energy and water in new and existing buildings.

Measurements

- Implementation of design guidelines.
- Implementation of Seismic Retrofit Ordinance.
- Maintain an average waiting time of no longer than 15 minutes at the Planning and Building counters.
- Number of solar panels and EV charging stations.
- Number of public forums for interaction and discussion of land use and transportation issues.

Administration

It is the primary goal of the Planning & Development Services Department to maintain the City's unique urban balance with emphasis on residential neighborhood livability by recognizing diverse and competing interests and working to find balance.

Work Plan

- Provide the highest level of customer service to residents, business and property owners, decision-makers, and staff.

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- Manage department resources.
- Ensure that development review processes are legally defensible and timely.

Special Projects

- Move forward with the implementation and updating of the interdepartmental permit processing system with associated customer service enhancements.
- Establish a department records management plan and continued digitization of historical records to allow full electronic access.
- Pursue GIS capabilities and investigate additional technologies to enhance customer service and improve transparency of the organization.
- Conduct major long range planning projects, including the implementation and maintenance of the General Plan, Climate Action Plan, Zoning Ordinance, and Green Building Program.
- Continue to act as the liaison for the Chamber of Commerce by attending monthly Board of Directors Luncheons and the Government Affairs Committee.
- Design and implement customer service improvements for online service.

Mid-Year Accomplishments - Administration

- Public counters were re-opened for in-person appointments.
- Began process to replace the current permit tracking program with a new more robust permitting system.
- Worked cross-departmentally to manage the OUT Zone program including holding outreach meetings with the community and businesses to receive feedback on the status of the OUT Zones and contemplating a desired future for the OUT Zones. In addition, the Department met with numerous businesses to modify or remove OUT Zones that were causing issues with safety, visibility, or pedestrian access on the sidewalks. Finally, the Department along with other Departments presented an item to Council regarding the future of outdoor dining OUT Zones and received direction to develop rules to allow the expanded outdoor dining areas to become permanent.

Current & Historic Preservation Planning

It is the primary goal of the Current & Historic Preservation Planning Division to maintain the City's unique urban balance with emphasis on residential neighborhood livability by recognizing diverse and competing interests and working to find balance and to enhance the cultural life of the community through the City's Historic Preservation Program. The Current & Historic Preservation Planning Division does this through the following ongoing operations and special projects.

Work Plan

- Process applications requiring action by staff, the director, the Planning Commission, Historic Preservation Commission, and City Council, including both private and City initiated projects. Adhere to all state-mandated timelines and streamlining, particularly for housing development projects.

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- Provide excellent customer service, accurate and timely responses through the public counter, virtual public counter, in-person and virtual appointments, phone inquiries, and all other requests for information.
- Encourage preservation of the City's cultural resources through periodic updates to the City's historic resources inventory through historic resources surveys and hosting the annual Historic Preservation celebration.

Special Projects

- Collaborate with Long Range Planning Division on the implementation of the Sunset Boulevard Arts and Advertising program to permit new digital media on the Sunset Strip.
- Continue implementation of Historic Apartment Preservation Program designated multi-family buildings to provide support for the owners of these historic resources.
- Development of amendments to the West Hollywood West Design Guidelines in partnership with Long Range Planning.
- Conduct City-wide historic resources survey of multifamily zoning districts (Phase 1) to ensure that the City's history is documented and preserved.

Mid-Year Accomplishments – Current & Historic Preservation Planning

- Received approximately 450 land use permit applications and approved approximately 375 land use applications that were submitted during or prior to this period. Compared with the same period during FY21, this represents a significant increase in planning applications and a similar number of permits being approved. As a continued result of working mostly in a virtual environment due to the COVID-19 crisis, the staff time involved in processing each "over-the-counter" permit remotely is often 3 to 4 times that which would be spent on in-person permit interactions.
- With City Hall closed to the public and services provided online, staff fielded more than 1500 emails and voicemails from constituents regarding project submittals, general zoning questions, questions about City procedures, and comments on ongoing projects. While working remotely in response to the pandemic, staff has worked hard to ensure little to no backlog in responding to such inquiries and has largely maintained a 24-hour response policy. Early in FY22, the City began offering in-person and virtual meetings by appointment. During this time, the division has seen 85 constituents and applicants in person and 61 over virtual meetings.
- Continued to work on eight large-scale projects with EIR-level analysis. As proposed, these projects would collectively provide approximately 400 new residential housing units, 330,000 square feet of office space, and 641 new hotel rooms with an accompanying 23,900 square feet of banquet and conference space. Each of these projects is in a different phase of analysis and most will be brought to public hearings before the Planning Commission and/or City Council for final decision during calendar year 2022.
- The Planning Commission reviewed and recommended approval of five new billboards on Sunset Boulevard consistent with the Sunset Arts and Advertising program. The Planning Commission also approved 105 new residential units including 15 new affordable housing units.
- Continued working to finalize a new multi-family residential historic context statement. The City is teamed up with GPA Consulting to perform this task as the first phase of a planned multi-family historic resources survey update. Work on the second phase, which includes a survey of all multi-family zoned properties in the City, will begin in early 2022 and is expected to be completed by the end of the calendar year 2022.

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Building & Safety

The primary goal of the Building & Safety Division is to protect public safety by ensuring that upgrades to privately owned existing structures, new construction and infrastructure meet current state and municipal building codes. The Building & Safety Division does this through the following ongoing operations and special projects.

Work Plan

- Maintain the current high level of commitment to staff training and continuing education.
- Strive for improved customer service in all phases of operation.
- Demonstrate a strong leadership role for the overall permitting process and advocate for a one-stop permit center.
- Maintain strong relationships with LA County Fire, Sanitation District, and Health Department to facilitate regular team communications and problem-solving strategies.
- Continue implementing an electronic concurrent plan review process to provide increased customer service levels by continuing to review and improve the development process.
- Continue to maintain a virtual inspection program.
- Process and implement Green Building Program projects. Provide continuing education to staff and the public.
- Maintain active involvement with internal task forces such as Vacant and Abandoned Properties, Green Building, and Business Compliance.
- Provide public counter service during all City Hall business hours to improve customer service.
- Provide all services and inspections Monday through Friday.
- Continue enhancements and maintenance of TRAKIT permitting system and the divisions' electronic plan check program.
- Encourage staff participation in various professional code organizations.

Special Projects

- Reorganize building plan storage and retrieval system.
- Initiate the procurement process for a new, modernized land use and permitting system.
- Enhancements of TRAKIT permitting system.
- Develop monthly reports regarding permit activity.
- Maintain building permit applications and informational handouts available online via the Building and Safety webpage.
- Advise and support the capital projects.
- Implement comprehensive seismic safety retrofit program and policy for potentially vulnerable existing buildings.
- Pursue outside funding sources that will assist property owners with costs of retrofitting their buildings.
- Collaborate with other divisions to establish new policies and workflows. Upgrade existing workstations and provide staff training for new electronic programs.
- Establish a platform to provide full online divisional services.

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Mid-Year Accomplishments – Building & Safety

- In July 2021, the public counter opened for appointments after being closed to in-person services since March 2020. On a daily basis, permit technicians return approximately 45 calls, respond to 60 online requests and meet with 5-8 applicants at the counter per day.
- Implemented appointment based public counter permitting and plan check services. The Division provides virtual appointments for both services.
- Continued to maintain online services for electronic plan check and permit application submittals.
- Continued to maintain a virtual inspection program with approximately 600 virtual inspection requests performed.
- 90% of project plan checks have been maintained and reviewed by staff in-house.
- Continued to manage a \$5.25 million, three-year bench contact with six vendors to provide a variety of support services related to the Division’s work plan.
- Continued to assist with the development of the OUT Zones program and assist with design standards to help transition the program to a permanent offering.
- Continued to participate on the Board of the Los Angeles Basin Chapter of the International Code Council and are actively involved in the Chapter’s Administrative and Sustainability Committees. These organizations discuss and help create code standard policy for the Southern California region.
- Another staff member has successfully completed the California Building Officials Leadership Program. A handful of code officials are selected to participate state-wide.
- Conducted technical reviews for over 10 large residential projects with 214 new dwelling units, and several large commercial and mixed use projects including:
 - 637 La Peer Dr. – Robertson Lane - New 8 story, mixed-use building with hotel and commercial space
 - 8497 Sunset Blvd. – New 3 story, mixed-use building with office and commercial space.
 - 7985 Santa Monica Blvd. – New 3 story, mixed-use building with office and commercial space.
 - 7424 Santa Monica Blvd. – New 5 story mixed-use building with residential and commercial space.
 - 8920 Sunset Blvd. – Art’s Club - New 9 story commercial building.
 - 1040 La Brea Ave. – New 8 story hotel
- Provided inspection services for projects under construction, including:
 - 8775 Sunset Blvd. – Sunset Spectacular
 - 1001 Fairfax – New 5 story, mixed-use building with commercial and 34 residential units
 - 8465 Melrose – New 2-story 7,200 sq. ft. commercial buildings with subterranean parking
 - 8899 Beverly – Change of use and renovation of an existing 10 story commercial building and addition of new subterranean parking with residential units.
 - 8432 Sunset – (Pendry Hotel) New 11 story hotel
 - 8420 Sunset – (Pendry Residences) New 11 story, 45 unit condominium building
 - 8750 El Tovar – WeHo Park Phase II
 - 9001 Santa Monica Blvd. – New Mixed-use Building
- Issued 10 Certificates of Occupancy, over 1095 total permits with a project value of approximately \$52 million, performed 1073 project plan reviews, and performed 4064 inspections.

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- Participated in the procurement process for the City's Land Management and Permitting system.
- West Hollywood's award winning Seismic program continues to serve as a template for various Southern California jurisdictions' seismic programs. Activity on seismic retrofit submittals for FY22 are as follows:
 - Screening Report reviewed: 434
 - Retrofit Plan Check reviews: 325
 - Retrofit Permits issued: 200
 - Completed retrofits: 159
 - Certificate of Compliance issued: 55
 - Letters of Exemption issued: 21
- Entered into a vendor agreement to help the City develop, implement, and manage the City's Seismic Retrofit Grant Program. The program will be using \$10 million of awarded FEMA grant money to assist property owners with retrofitting expenses.

Long Range Planning

It is the primary goal of the Long Range Planning Division to maintain the City's unique urban balance with emphasis on residential neighborhood livability by working closely with residents, businesses, and community groups, while coordinating with regional planning and transit agencies in the creation of policies, programs, and physical improvements to inform the sustainability, health, and future development of West Hollywood. The Division does this through the following ongoing operations and special projects.

Work Plan

- Implement the General Plan and Climate Action Plan, through the development of various specific/community plans, zoning code changes, policies, and programs, and report annually on implementation progress.
- Maintain and update the Zoning Ordinance of the West Hollywood Municipal Code.
- Develop policies and implement programs to enhance communitywide sustainability and responsiveness to climate change, including maintenance of the Green Building Program, implementation of the Climate Action Plan, providing solar technical and utility rebate assistance, facilitating electric vehicle charging programs and citywide installations, and coordinating community choice energy programs.
- Monitor implementation of priority recommendations in the Eastside Community Priorities Plan.
- Participate in regional and sub-regional activities (e.g., Metropolitan Transit Authority (MTA) and the Westside Cities Council of Governments) to coordinate with sustainability, transportation, or other policy initiatives.
- Evaluate the traffic impacts of new development projects.
- Staff the Planning Commission and Transportation Commission.
- Develop collaborative processes focused on the integration of land use, sustainability, mobility, urban design, and community health into daily decision making.
- Advance efforts to secure Metro Crenshaw-North Rail Line Extension at strategic locations within West Hollywood.
- Monitor and implement changes to the Zoning Code as assigned or required.

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Special Projects

- Maintain the City's Transportation Demand Management Ordinance to require new development projects and large employers to participate in programs to encourage walking, biking, transit, and carpooling for commute trips.
- Update the City's 2011 Climate Action Plan to address new technologies and methods to support climate goals and to move the community towards carbon neutrality and climate adaptation.
- Provide ongoing staffing to the City's representative on the Clean Power Alliance Board and SCAG Transportation Committee.
- Manage the City's parklet program allowing for up to seven parklets in the public right-of-way proposed by businesses or community groups and coordinate installation of the parklets.
- Complete an amendment to the Design District Streetscape Master Plan for Robertson Blvd. between Melrose Ave. and Santa Monica Blvd., focused on widening sidewalks and enhancing connectivity to West Hollywood Park, as well as allowing for temporary closures for pedestrian events.
- Update the City's Traffic Impact Fee program.
- Develop the Willoughby and Vista/Gardner Neighborhood Greenway projects to provide enhanced bicycle infrastructure on the east side of West Hollywood.
- Develop a Vision Zero Plan for the city in collaboration with the Public Works and Public Safety Departments
- Study the feasibility of protected bike lanes on Santa Monica Blvd & Fountain Avenue.
- Collaborate with the Parking Division to implement, monitor, and evaluate a pilot dockless bike share program.
- Evaluate the City's minimum parking requirements for various land uses.
- Develop a curb space management plan to address shared ride vehicles, delivery services, and new vehicle technologies to efficiently and effectively manage curb access along commercial streets.
- Collaborate with the Housing & Rent Stabilization Division to monitor the Regional Housing Needs Assessment (RHNA) process and prepare for an update to the City's Housing Element of the General Plan.
- Collaborate with Housing & Rent Stabilization Division and Urban Design & Architecture Studio on housing policies related to microunits, the missing middle, housing on underutilized properties, & inclusionary zoning for mixed-use properties.
- Develop and manage the Sunset Boulevard Off-Site Advertising Signage Program to help guide the future of off-site advertising signs on the Sunset Strip, provide guidelines to set an appropriate quantity of new signs, ensure creativity, improve aesthetics, and accommodate new technology.
- Finalize updates to West Hollywood West Design Guidelines, in collaboration with Current & Historic Preservation Planning and Urban Design & Architecture Studio.

Mid-Year Accomplishments – Building & Safety

- Completed an update to the Eastside Community Priorities Plan with inputs provided to various Divisions in charge of implementation actions
- Provided ongoing support CHPP on the traffic impacts and EIRs of new developments
- The Planning Commission reviewed and provided feedback on the initial draft, the Sites Inventory, and the Environmental Impact Report (EIR) prior to delivering to the State's Housing & Community Development Department.
- The transportation advocacy organization CG/LA selected Crenshaw North as one of the Top 100 North American Projects. It was named the top finance-focused project of the year for the City's work exploring creative ways to finance the project.

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- Engaged with Metro and the City of Los Angeles on questions related to the EIR for the Northern Extension of the Metro Crenshaw/LAX Line and to share information relevant for future.
- Moved forward with several installments of the City's Metro project awareness campaign this year, which included: (1) finalizing another animated video, (2) a new interactive website that allows users to quickly sign up for updates or support the City's preferred alignment and imagine their future rides on the CNE line, (3) physical signage and sidewalk decals at bus stops near proposed station sites with QR codes and links to project information, and (4) the City's typical digital promotion tools.
- Supported Metro on their community outreach and engagement for their peak hour bus lane project for La Brea Avenue and will continue to endorse the project through advocacy letters and partnership on parking enforcement.
- Collaborated inter-departmentally on the designs of the Melrose and Beverly Gathering Spaces and presented alongside each other to the community. Both projects are undergoing a studied regrouping process to ensure all stakeholders and intersecting processes come together successfully and result in a path forward that serves the public.
- The Housing Element Update has been underway, with a draft of the proposed Housing Element circulated to the public, City Council, and Planning Commission in fall 2022 and a response from the State was received in December. Staff will update the plan and recirculate the document through the commissions and City Council with a goal to adopt the Element in February.
- Launched Round 2 of the Design Excellence Screening for new off-site digital advertising projects. The City received approximately 11 eligible re-screen submissions. All final applications are due on January 31, 2022. A total of 17 applications have already been submitted for final review and Round 2 Concept Awards are anticipated to be granted in April 2022.
- The three-month pilot program with Serve Robotics (formerly Postmates) expired in August 2021 but was extended to December 31, 2021. Staff took the three-month evaluation to the Transportation Commission and City Council and received approval to extend the program for an additional year with increase in number of robots and vendors.
- The Dockless Micromobility Pilot Program launched in July 2021 in partnership with three operators: Bird, Lime and Wheels. The program demonstrated exceptional usage since its launch, especially during the first two months (July and August). The City installed 11 additional Dockless Parking Stations, for a total of 22 stations including four on-street parking locations. Extensive outreach and engagement were performed since launch and will continue in 2022.
- Successfully procured contract planning assistance to begin to advance on a robust list of zone text amendments to move forward on several priority assignments, including updating the website, performing due diligence on a wide variety of topics, and finalizing a schedule for items to be heard by Planning Commission and City Council in the coming months.
- WeHo Climate Action, an update to the 2011 Climate Action Plan, was unanimously approved by City Council in December 2021 after extensive outreach to the community on how best to reach carbon neutrality by 2035.
- West Hollywood received a permit from the City of Los Angeles for the temporary installations plans for the Willoughby Vista Gardner Greenway project. Staff is currently coordinating with multiple contractors on scheduling with the plan to send out notices to residents along the corridor in mid-January.
- Continued to support various City Council members and liaisons with ongoing efforts throughout the region, including the SCAG Transportation Committee, Metro policy Advisory Council (PAC), Westside Cities Council of Governments, and the Clean Power Alliance.

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Public Works Department

Jackie Rocco

Director

The functions of the Department of Public Works include Code Compliance, Parking Services, and Engineering Services. It is the primary goal of the department to upgrade city infrastructure; improve the transportation system by working to improve vehicular, pedestrian, and bicycle traffic; and balance the economic vitality of the City while maintaining the quality of life for our residents.

Departmental Goals

- Invest in and maintain City infrastructure.
- Improve the transportation system.
- Enhance the quality of life for our residents and businesses.
- Promote innovation.

Strategies

- Improve and enhance the City's Public Right of Way.
- Continue to explore ways to improve the quality of life of our residents.
- Create and implement solutions to improve the delivery and efficiency of service to our community.
- Provide parking opportunities near business districts.

Measurements

- Convert streetlight fixtures to higher efficiency LED.
- Identify creative solutions to assist with regulating Short Term Rentals.
- Implement technologies into parking operations to streamline processes and enhance the customer service experience.
- Identify and implement the Neighborhood Traffic Management Program (NTMP) calming strategies in neighborhoods to maintain a high quality of life for residents.

Code Compliance

It is the primary goal of the Code Compliance Division to maintain the City's unique urban balance with emphasis on neighborhood livability by recognizing diverse and competing interests and working to find balance and provide collaborative public safety by promoting traditional and non-traditional approaches while recognizing diversity and community involvement. Code Compliance does this through the following ongoing operations and special projects.

Work Plan

- Maintain ongoing operations including code enforcement inspections, business licensing, staffing the Business License Commission, Council requests and special projects, animal care and control, personnel, and budget management.

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- Monitor the Hosted Home Sharing Business License program and proactively enforce the vacation (short-term) rental ordinance.
- Proactively enforce and keep the public right-of-way clear of on-demand shared mobility devices (scooters).
- Continue conditional use permit/business license reviews with business owners/managers upon renewal of license or annual review of land use permits.
- Continue the issuance and renewal of all business licenses, extended hours construction permits, valet parking sign and meter encroachment permits, outdoor dining encroachment permits, special event permits, and construction mitigation plans.
- Lead the Vacant/Abandoned Property Task Force in order to identify and proactively monitor potential nuisance properties.
- Conduct Annual Business License Tax Certificate audit of all businesses throughout the City.
- Identify and amend sections of the Municipal Code that are either out of date or require further clarification.
- Provide oversight of the City's Regulatory Business License Program to include the implementation, issuance, and enforcement of the Cannabis Business License program.
- Provide oversight of the City's Animal Care and Control services.
- Continue to provide daily code enforcement coverage from 7 a.m. to 3 a.m. and perform reactive and proactive inspections at bars, nightclubs, and special events occurring in the late evening and early morning hours.

Special Projects

- Host Responsible Beverage Service training for the City's establishments that serve alcohol.
- Develop and implement a proactive systematic outreach program for residents and the business community on Code Compliance Operations.
- Develop and conduct a survey regarding Code Compliance Operations to gain input and feedback from the community on strengths, areas of improvement, and neighborhood priorities for the Division.
- Acknowledge the adopted proclamation from City Council establishing "Code Enforcement Officer Appreciation Week" for the second week of October.
- Implement a new computer software (case management, business licensing/permits, and customer relationship management) system to enhance the efficiency and effectiveness of operations in the Division.
- Develop a new administrative citation processing/payment and recovery process in the Division.
- Implement software to televise Business License Commission meetings.
- Host semiannual low-cost pet vaccination clinics and educational trainings related to animal care for the City's pet guardians.
- Update and implement new standard operating procedures in the Division as it relates to all functions, programs, uniforms, and equipment.
- Streamline all license/permit processing and payments of licenses/ permits/ citations issued in the Division.
- Streamline and incorporate more effective vacation (short-term) rental enforcement methods, case management, and reporting.
- Amend the business license ordinance regarding Massage Parlors and Technicians, standardizing language regarding criminal background checks, and other minor cleanup items.
- Present to the Public Safety Commission and Business License Commission twice a year (beginning of Fiscal Year and Mid-Year) regarding Code Compliance Operations.

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- Develop proposed plastic utensils upon request ordinance and present to City Council for adoption.
- Present to the Rent Stabilization Commission for input and update City Council on proactive residential code compliance program of rent stabilized properties.
- Present an update on vacation (short-term) rental enforcement and the home sharing business license program to City Council.

Mid-Year Accomplishments – Code Compliance

- *Policy & Legislative:* Amended the municipal code and emergency executive orders related to live entertainment, vaccine verification, right-of-entry requirements, massage establishments, solid waste, patron safety, and loud parties. Provided and assisted in updates regarding vacation rentals, post pandemic action items, cannabis maps, the Out-On-Robertson street closure, public safety, and a citywide cigarette butt pollution plan. Amended the 2021-22 Master Fee Schedule Resolution by adding municipal code amendments and emergency executive orders to the administrative citation fee schedule.
- *Commissions:* Facilitated 5 public hearings before the Business License Commission regarding COVID-19 Los Angeles County Public Health Orders, 7 public hearings for cannabis businesses, and 4 for extended hour business licenses. Presented an update to the Public Safety and Business License Commissions regarding Code Compliance Operations.
- *Animal Care & Control Services:* Held one low-cost pet vaccination clinic at Plummer Park.
- *Daily Operations:* Responded to and completed 3,364 community service requests. Of these, responses were: 64% of the time within 24 hours, 69% of the time within 48 hours, and 73% of the time within 72 hours. Continued to process business licenses and permits in a timely manner.

Parking

The primary goal of the Parking Services Division is to enhance the parking experience of our residents and business community by exploring parking opportunities throughout the City while making parking easier to find and use. The division does this through the following ongoing operations.

Work Plan

- Effectively manage the City's parking resources to ensure that programmatic and budgetary projections are met.
- Develop additional parking opportunities throughout the City.
- Promote and negotiate shared parking opportunities for residents and businesses.
- Continue to streamline the Preferential Parking process for enhanced customer service.

Mid-Year Accomplishments – Parking

- Released RFP for public valet parking services
- Reopened West Hollywood Library plinth garage
- Replaced Parking Enforcement fleet with electric vehicles
- Enhanced online permit application process for residents and businesses

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Engineering

It is the primary goal of the Engineering Division to improve the transportation system by improving vehicular, pedestrian, and bicycle traffic and upgrading existing buildings and infrastructure by recognizing the need to support private improvements, as well as invest in the City's infrastructure. The Engineering Division does this through the following ongoing operations and special projects.

Work Plan

- Implement programs, policies, and reporting procedures in compliance with the newly-issued Municipal National Pollution Discharge Elimination System Permit (NPDES).
- Implement street paving and rehabilitation projects in accordance with the City's Pavement Management System. Current Pavement Condition Index (PCI) is 77, which is similar to the cities of Beverly Hills and Santa Monica and higher than City of L.A. at 63 PCI.
- Implement the Encroachment Permit program for regulation of all work by the private sector, as well as utility companies within the public right of way. Approximately 2,800 Encroachment Permits were issued in this reporting period.
- Manage the contract with Athens Services for citywide integrated waste management services achieving a 60% diversion of solid waste away from landfills through the implementation of recycling and composting programs.
- Manage the Municipal Facility License Agreement and permitting process for telecommunications wireless facilities.

Special Projects

- Implement permanent improvements to Fountain Avenue per Council direction.
- Implement the first phase of the Design District Streetscape Projects on Melrose Ave.
- Upgrade the wiring of Traffic Signals at seven intersections.
- Install a new traffic signal on Santa Monica Blvd and Spaulding Ave by Fire Station No. 8 to enhance safety and facilitate faster response by the fire personnel.
- Add a bike lane on the north and south sides of Santa Monica Blvd between Almont St. and Doheny Dr. *It is recommended that this be deferred to a later time and be coordinated with the adjacent Melrose Triangle Project.*
- Retrofit 2,200 street lights with energy-saving L.E.D. fixtures.
- Complete the design of three Complete Street projects on Melrose Ave, Beverly Blvd, and Robertson Blvd by July 2021 with construction starting on Melrose Ave in early 2022.
- Install off-street EV charging stations in 3 City parking lots.
- Install In-Roadway-Warning-Lights (IRWLs) at four intersections on Santa Monica Blvd which are currently un-signalized. Defer additional installations to a later date.
- Upgrade the Traffic Management Center with the latest software and equip all 66 signals with real-time monitoring software to optimize signal operation.
- Install 16 digital way-finding signs citywide. The Pilot location on Sunset Blvd near Doheny Dr. Will be installed in Summer 2020 but the remaining 15 locations will be deferred to 2021-2022.
- Install more bike infrastructure (sharrows, signs, etc.) citywide.
- Install 20 Battery Back-up systems at locations that currently do not have them to ensure traffic signals will continue to work during a power outage.

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- With the Innovation Division, investigate smart camera technology for street lights as part of our efforts to turn WeHo into a Smart City.
- The next Annual Paving Project starts in late summer 2021.
- Continue to install more speed lumps on residential streets as part of our Traffic Calming program.
- A Fiberoptic project citywide is currently in the final phase of design. It includes installing conduits and cables on Sunset Blvd, Doheny Dr., Fountain Ave, Fairfax, La Cienega, and La Brea. Construction of the first phase on Sunset should start in Summer 2021 and the estimated cost is \$2 Million. This project will connect all city's main corridors to a control center in City Hall and allow for future internet connections and other city needs.

Mid-Year Accomplishments – Engineering

- *Policy & Legislative:* Amended the City's Solid Waste Ordinance to include provisions to comply with the new regulations mandated by SB 1383 – Reducing Short-Lived Climate Pollutants in California.
- *Stormwater:* The City's stormwater consultant conducted a trash daily generation rate study to assess the City's compliance with the Ballona Creek total maximum daily load for trash, and found that the City achieved a 97.6% load reduction this year vs. last year's 94.5% load reduction.
- *Street Paving:* Initiated the annual street paving project.
- *Permits:* Finalized and implemented the online procedure to administer and issue encroachment permits, streamlining the ability to apply and pay for these permits. Coordinated with various telecommunication companies for the installation of 5G antennas on streetlight poles throughout the City.
- *Capital & Special Projects (See also: FY22 Mid-Year Capital Projects Report):*
 - Completed the design work for first phase of the Melrose Avenue Design District Complete Streets Project. It was advertised for construction bids in October for a construction start of February-March 2022.
 - Completed the design of a new emergency traffic signal on Santa Monica Boulevard for Fire Station No. 8. Construction will be completed by mid-2022.
 - Finalized the L.E.D. retrofit for all 2,200 City-owned streetlights to replace the old fixtures with energy efficient LED lights from General Electric.
 - Completed construction of new Electric Vehicle charging stations at 10 locations in parking lots, parking garages and at Sal Guariello Park.
 - Finalized the design for the installation of In-Roadway Warning Lights (IRWLs) at 4 crosswalks on SMB to enhance pedestrian safety. Installation will take place by February-March 2022. Six additional locations for IRWLs on Sunset Blvd, San Vicente, Crescent Heights, and Doheny Drive are currently in the design phase.
 - A digital Welcome Sign was installed on Sunset Boulevard in September 2021 and Communications programmed it to display public messages. The design and functionality will be monitored for 6 to 12 months.

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Communications Department

The Communications Department oversees the City of West Hollywood's communications strategies and arts programs, all of which help people learn about and connect to information and culture in the City of West Hollywood. The Communications Department oversees all branding, digital media and video production, filming, marketing, and media relations regarding City issues, programs, policies, events, and services. The Communications Department promotes art and cultural programs designed to engage and enrich the lives of residents and visitors and support the City's creative economy.

Departmental Goals

- Boost communications and engagement.
- Provide transparency.
- Strengthen media relations.
- Enhance coordination between departments and divisions.
- Affirm and promote art.
- Support film production
- Lead in digital media and video.

Strategies

- Promote the City's media, marketing, engagement, and information tools with consistent design standards and recognizable branding in diverse formats, including graphics and video.
- Publish as much information as possible on the City's website and through other outlets and provide information in other languages.
- Work with reporters and editors to provide information about the City, monitor news coverage for accuracy, and encourage media coverage on City programs.
- Identify, capture, and share information and communication synergies for a unified approach to external relations.
- Provide the means and methods that ensure all residents and visitors can access art within the community.
- Expand the City's reach with: weho.org, leading-edge video, and through digital media including Facebook, Twitter, Instagram, YouTube, streaming channels, and more.

Measurements

- Increase the distribution of City materials and information via multiple channels.
- Provide creative direction and support the use of professional graphic design processes to create and publish promotional materials.
- Expand the City's digital reach on the Internet via the City's website and social media platforms.
- Increase the reach of news media coverage of City-related news stories.
- Increase the creative direction provided to City Departments on marketing initiatives.

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Arts

The Arts Division fulfills its mission by providing the means, methods, and strategy to ensure that all residents have the opportunity to access art within their community while also presenting quality programming to enhance the City's brand as an attractive destination and a creative location in which to do business.

Work Plan

- Effectively manage the Arts and Cultural Affairs Commission and its subcommittees with resources and timely communication to assist the designated bodies with policy and decision making.
- Administer the Urban Art Program with current field standards of public art administration, manage civic art processes and installations, maintain, and conserve the City's civic and urban art collections.
- Provide access to quality programming for residents and visitors within their communities through the support of artists and arts organizations with a comprehensive and effectively managed Arts Grant Program.
- Present free and low-cost programming citywide through programs such as Summer and Winter Sounds concerts, Free Theatre in the Parks, WeHo Reads, and One City One Pride LGBTQ Arts Festival.
- Curate temporary exhibits and other programming in the City's Library, parks, and other open spaces and facilities that may aesthetically enhance the built environment, create community opportunities for engagement, and may stretch and challenge the concept of public art presentations.
- Assess and acknowledge community cultural interests through effective planning and implementation strategies utilizing *WeHo Arts: The Plan*, the City's community-based cultural plan.
- Implement the Arts and Cultural Affairs Commission Cultural Equity Statement through the development of policies and improvements to programs, procedures, and outreach.
- Support the City with strategy and administrative oversight in managing its cultural facilities.
- Advise other City divisions and departments on integrating art and artists into capital, public works, community engagement, and development projects.
- Create marketing and social media strategies to promote the City's cultural resources and investment in the arts.
- Develop effective Art + Business partnerships in which both artists and businesses can mutually benefit.
- Support career and creative development for local artists through training, grant support, and career opportunities.

Mid-Year Accomplishments – Arts

- Presented, supported, or debuted 32 virtual art and in-person art events, working with more than 170 artists creating 47 new artworks, and serving a total audience of 325,000 people worldwide.
- Awarded 42 grants to individual artists and arts organizations totaling \$214,000.
- Piloted a new arts grant category for performing artists and awarded 6 grants of \$5,000 each to resident artists.

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- Initiated the Moving Image Media Art Program (MIMA) to provide digital art exhibitions for the Sunset Arts and Advertising Program. Approved 39 artists for the MIMA Prequalified List of Artists to include a broad range of emerging, mid-career, and internationally acclaimed moving image artists.

Media & Marketing

It is the primary goal of the Media & Marketing Division to prioritize Community Education by promoting the City of West Hollywood in work with traditional media relations efforts and in work through marketing channels to establish greater public awareness and boost public participation in the City and its cultural life, as well as to promote film and production opportunities that add to West Hollywood's unique vibrancy. The Media & Marketing Division does this through the following ongoing operations and special projects.

Work Plan

- Implement the communications and community engagement strategic plan bringing City Hall services and community outreach to residents and stakeholders where they live, work, and play.
- Provide the highest level of transparency and ensure that the community can access relevant, publicly releasable information in a timely manner to participate in effective and meaningful ways.
- Engage and accommodate diverse populations that represent the City's demographic diversity — including many non-native English speakers.
- Provide a variety of methods (in-person, online, mail, etc.) through which community members can participate in and gain insight about City issues.
- Continue proactive media relations programs with emphasis on the promotion of essential City issues, programs, policies, initiatives, special events, and services.
- Expand the City's media database capacity and media monitoring, new release distribution with expanded access to readily accessible local, regional, national, and international media contacts, micro-targeting reporters, analytics, metrics, with up-to-the minute, web-based media database technology.
- Work with reporters and editors to provide information about issues that media outlets would like to cover.
- Position the City to compete in regional advertising and publicity in the second largest advertising market in the country to promote the City's issues, programs, policies, initiatives, special events, and services.
- Provide communications, marketing and branding services, promotional support and media relations expertise to the City Council and City Departments through news releases, creative direction, marketing, monthly "News Briefs," monthly "City Calendar," as well as identify new ways to promote City programs and services.
- Coordinate the use of the City's approved graphic designers and provide creative direction to create high quality advertisements and publish promotional and collateral materials.
- Coordinate the use of the City's approved photography and videography vendors and increase the City's photo archive of official City events.
- Provide strategic marketing direction and assistance with placement of City advertisements.
- Continue content management oversight of the City's website, weho.org, and continue to develop creative ways to use the internet to promote the City and its services, boost community engagement and expand the availability of forms.

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- Manage the City’s various email distribution lists and increase the number of subscribers.
- Provide comprehensive communications support to the City’s strategic initiatives including 25th Anniversary Capital Projects.
- Provide creative direction and executive oversight on the creation and production of Public Service Announcements (PSAs).
- Provide full-service film permitting and promote film-friendly policies that work to encourage West Hollywood as a production destination.

Mid-Year Accomplishments – Media & Marketing

- *Coronavirus Communications:*
 - Promoted a web-based appointment portal to reopen City Hall to in-person appointments and publicizing through media relations and constituent relationship management tools, as well as social media and video.
 - Shared information about LA County’s requirement for masks indoors at public settings and businesses, regardless of vaccination status, following the rise in community transmission of COVID-19 in July.
 - Issued a statement on behalf of the City in support of businesses that took extra steps to safeguard health and safety, such as vaccination status and negative test result checks, following gatherings of protestors who sought to draw attention to their disapproval of health protocols.
 - Conducted media relations to inform residents and businesses about the City's COVID-19 Vaccine Verification Requirements Order beginning in September and October with extensive coverage on all local major TV outlets in English and in Spanish, as well as Newsweek, Variety, the Los Angeles Times, Los Angeles Magazine, and more.
 - Amplified information about extended LA County and State of CA renter protections due to the ongoing COVID-19 pandemic through January 31, 2022.
 - Worked to inform community members about the importance of vaccines, boosters, masking, and testing with up-to-date LA County information during the Omicron variant surge.
- *General Communications:* Promoted a variety of City initiatives, programs, services, and recognitions including Dockless Mobility; Housing Element, Eastside Community Update; Hotel Worker Protection Ordinance; Minimum Wage Ordinance; State of the Community; Infrastructure “Finance Project of the Year” Award by CG/LA Infrastructure for the Northern Extension of the Metro Crenshaw/LAX Rail Line; the Los Angeles County Economic Development Corporation’s 2021 Most Business-Friendly City Award; Nightlife Safety; and Domestic Violence and Intimate Partner Violence Awareness Month communications. Distributed more than 100 news releases.
- *Filming:* Issued permits for an extraordinary level of filming activity in November, as permit applications and approvals continued to increase substantially in comparison to this time last year.
- *Awards & Recognition:* Received five awards from 3CMA (City-County Communications & Marketing Association) and three awards from the Public Relations Society of America Los Angeles Chapter (PRSA-LA) recognizing the City’s COVID-19 communications and voter engagement efforts.

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Digital Media

The primary goal of the Digital Media Division is to increase awareness about information disseminated by the City through the Communications Department by utilizing all available digital and social media platforms and channels. The Digital Media Division does this through the following ongoing operations and special projects.

Work Plan

- Administer the City's Digital and Social Media efforts to expand the City's reach with weho.org and the Official City App and through all forms of digital media including Facebook, Twitter, YouTube, Instagram, etc.
- Provide creative direction and executive oversight on the creation and production of content on WeHoTV channels and dissect long form video content into shorter segments geared towards social media.
- Position the City to take advantage of current technologies and leading-edge strategies in social media, internet streaming and mobile information access.
- Seek to use innovations and new technologies, try new methods of interaction, and continuously discover successful strategies for communications and community engagement.
- Provide live cable television coverage for City meetings, special events and public forums including City Council, Planning Commission, and the Rent Stabilization Commission and expand the City's reach on streaming media platforms.
- Provide alternative expressions of speech on cable television by providing public access television opportunities and television production training through the West Hollywood Public Access Program.
- Continue to send requested information to subscribers of the City's various email lists including News Updates, Public Notices, Council Agendas, and Calendar Updates.

Mid-Year Accomplishments – Digital Media

- *Broadcast & Live Streams:* Upgrades to the WeHoTV Master Control room provided remote and in-person live broadcasting of over 41 City meetings on Charter Spectrum channel 10, and streaming on the City web site, YouTube, and newer connected TV apps Roku, AppleTV, FireTV, and Android TV. In addition, WeHoTV live streamed 29 of the City's Commission, Board, and Community meetings [primarily] through the Zoom-To-YouTube event functionality. This new technology made available live and on-demand viewing of meetings that previously were largely not accessible to audiences outside the West Hollywood area. Overall, WeHoTV broadcast and live streamed over 10,000 hours of viewing time to over 76,000 viewers.
- *Public Access:* Having completely rewritten the Public Access Video Production/Editing classes and Public Access Orientation, staff provided 48 remote training sessions for registered participants and coordinated remote upload and ingest of constituent programming.
- *Studio Construction:* The contract for the construction, equipment procurement, and installation for the new WeHoTV Studio at the new Aquatics and Recreation Center was awarded during this period. Digital Media is the lead in the coordination and approval of technical change orders and requests for information related to this project.
- *Social Media:* During this period our Social Media program gained over 3,500 new followers across our City accounts and garnered over 2.4 million impressions from 1,700 posts. In addition, we

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received over 10,300 incoming messages via social with 82% of the actionable items being addressed within 24 hours.

- *Digital Platform Integrations:* With the inclusion of several enhancements to our Sprout Social social media management and publishing platform, we successfully expanded, onboarded, and trained several staff members from the Recreation Services, Social Services, Strategic Initiatives, and Arts Divisions to transition to Sprout Social for better managing, tracking, and scheduling of their social media posts and engagements. In addition, we streamlined our Monday.com platform's YouTube upload and WeHoTV Broadcast request forms and workflows to better accommodate the substantial increase in requests for both live streaming and on-demand viewing of virtual meetings, special programming, and events.

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Community Services Department

Oscar Delgado

Assistant City Manager, Operations

The Community Services Department includes the Urban Design & Architecture Studio, the Property Development function, the Innovation Division, and oversight of three departments: Facilities and Recreation Services, Planning & Development Services, and Public Works. By incorporating these Departments together under the leadership of the Assistant City Manager, the City is providing a pathway to a streamlined interdepartmental process that will ensure a high standard is met for both customer service and overall design process. The Department is committed to providing effective and efficient public services to our constituents and will place an emphasis on positive community impacts. It is the primary goal of the Community Services team to promote and implement solutions that will make everyday life better for our constituents and to deliver on our commitments. Community Services is responsible for supporting staff in achieving the goals and objectives of the Departments and Divisions by monitoring contracts and budgets to ensure effective and timely management, providing information to the community, and managing various processes that provide aid and support to constituents, vendors, and other community members. The department manages the City's Capital Improvement Project work programs.

Departmental Goals

- Provide the greatest level of service to the community.
- Pursue improvements to how we deliver service to our constituents.

Strategies

- Coordinate inter-departmental services to address quality of life issues more efficiently within the community.
- Anticipate possible issues that may negatively affect the community and work to strategically mitigate them.
- Manage the on-call architectural services provided to the City.
- Oversee the design and construction of City capital projects.
- Act as liaison between all City departments and divisions that are relevant to the design and development process.
- Provide technical support on residential and commercial development.

Measurements

- Progress towards implementation of streamlined processes to better serve our constituents.
- Progress towards piloting technologies to better serve our community.
- Progress on capital program

Property Development & Administration

Work Plan

- Evaluate and seek opportunities to create additional affordable housing units with the Affordable Housing Trust Fund through acquisition or partnership with non-profit housing developers,

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- Lead due diligence efforts on proposed City real property acquisitions.
- Provide strategic planning for reuse and redevelopment of existing City real property assets.
- Coordinate with real estate brokerage professionals to evaluate opportunities for City investment in real property.
- Assist in management of City lease portfolio of non-City related leases of City-owned property.

Special Projects

- Manage Urban Land Institute Technical Advisory Panel (ULI-TAP) for recommendations for reuse and project delivery for City owned real property,
- Staff support to City Council Subcommittee on Homelessness
- Prepare negotiation strategy to amend Lease to Purchase Agreement with Beverley Hills for the 617 – 621 North Robertson property (Log Cabin).

Mid-Year Accomplishments – Property Development

- Identification and preparation of a Letter of Intent for acquisition of Holloway Motel as a potential location for state Project Homekey grant for creation of interim supportive housing for unhoused West Hollywood residents.
- Lease negotiations for 8301 Santa Monica Blvd. for rent abatement and lease option renewal for existing tenants.
- Feasibility review of three possible development sites for affordable housing.
- Engaged in ongoing negotiations related to the Log Cabin purchase sale agreement to eliminate a purchase of the property with deed restrictions.
- Completion of ULI Technical Advisory Panel work program and recommendations related to development of city-owned property.
- Analysis and review of workforce housing opportunities including support for Public Benefits Agreement at The Crescent Apartments for 34 units at 80% Area Median Income (AMI), 34 units at 100% AMI and 32 units at 120% AMI.

Urban Design & Architecture Studio

It is the primary goal of the Urban Design and Architecture Studio to reinforce West Hollywood as a place of design innovation by encouraging thoughtful, well-designed projects by establishing a vision for the public realm and how private projects might better respond to the natural and built environment. Additionally, the division strengthens interdepartmental coordination by acting as a collaborative entity, working with relevant Departments and Divisions to address specific needs or unique challenges of each project.

Work Plan

- Conduct urban design and architectural review for projects in the concept design, planning and entitlements, and building permit review stages.
- Provide support and guidance to the Director of Planning & Development, the Planning Commission and the Planning Commission Design Subcommittee regarding design issues, challenges, and opportunities.
- Update existing and prepare new public-oriented materials to guide development, including objective urban design and architecture standards, guidelines, and best practices.
- Provide urban design support and policy analysis for the Long-Range Planning Division, Property Management Division, Current & Historic Preservation Planning Division, Facilities & Recreation Services

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Division, Business Development, Arts Division, Human Services & Rent Stabilization Department, the Department of Public Works, and the Engineering Division.

- Manage the on-call design professional and design-based contract services provided to the City.
- Provide technical support, coordination, and input about the City's built environment goals, including green building programs and climate action plan implementation.
- Interface with the City's Certified Access Specialist, urban & landscape design professional(s), sustainability professional(s), and historic preservation expert(s).
- Provide the capacity and resources to analyze and test proposed land-use policies prior to implementation.
- Support community education efforts and public awareness programs that address issues and opportunities related to resilience, climate change, greening the city, complete streets and other topics that fall within the natural and built environment spectrum.
- Collaborate with Property Development Division regarding design studies for new property acquisitions and current city-owned properties.
- Collaborate with Facilities & Recreation Services regarding park designs and upgrades to facilities.
- Work with and provide support to the WeHo Reinvented team.
- Annual Community Educational and Informational Symposia or Workshops.

Special Projects

- Develop space planning concepts and collaborate with IT regarding repopulating City facilities.
- Annual Community Educational and Informational Symposia or Workshops: Elevate public awareness about the built and natural environment and promote the City's leadership in climate, public spaces, and building performance. Annual community-oriented events.
- Sunset Gateway Design: Advance design proposals for three target gateway sites on the Sunset Strip.
- AIDS Monument Design Build Selection and Implementation Project Management
- Plummer Park Visioning.
- R2-R4 Multi-Family Neighborhood Standards studies and recommendations.
- Update and publish Exemplary Design guidelines and policy application.
- Commercial Height Measurement Standards.
- Green Space in Commercial Projects.
- Tree Canopy research and policy development.
- Coast Playhouse upgrades and improvements.
- Hart Park upgrades and improvements.
- Metro Division 7 Street Frontage concepts.
- Log Cabin assessments.
- Initiate Eastside Commercial Design Guidelines.
- Remaining R1 Neighborhood Design Guidelines and Zoning Overlay Study.

Mid-Year Accomplishments – Urban Design & Architecture Studio

- Managed, processed, and facilitated seven new development projects through the Design Review Sub-Committee, Planning Commission, and City Council (when applicable) process.
- Completed a Housing Capacity Study pursuant to a City Council Directive exploring the potential for city-owned properties to address some of the greater housing needs.
- Collaborated with Facilities & Recreation Service Department on upgrades to Hart Park; and larger vision to be shared with City Council in spring 2022.

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- Developed a design vision in conjunction with the Property Development Division for the city-owned property at Santa Monica and Crescent Heights Boulevard.
- Completed public outreach and visioning for Hart Park and initial visioning and budgeting for the Coast Playhouse.
- Completed the team selection process for the Sunset Gateway project that will be exploring three potential gateway locations for civic gathering along the Sunset Strip
- Completed Tree Canopy Standards research and draft Ordinance for Planning Commission review
- Completed an RFQ for design/build entities to be considered for the Stories: The AIDS Monument Project.

Innovation

It is the primary goal of the Innovation Division to implement the ongoing strategic programs of adaptability to future change, institutional integrity and to enhance technology and access for the City and its citizens. The Innovation Division is dedicated to consistently finding innovative and better solutions to provide the best public service possible and be proactive in responding to the unique needs of the City's diverse community, finding creative solutions to managing its urban environment, dedicated to preserving and enhancing its wellbeing, striving for quality in all actions, and setting the highest goals and standards. Additional goals include improving the community's quality of life and delivery of City services by introducing smart city and emerging technologies, fostering a culture of innovation at City Hall, and becoming the tiger team for creative problem-solving in the organization. The Innovation Division does this through the following strategies and approaches.

Work Plan

- Management and implementation of WeHo Smart City Strategic Plan.
- Coordinate and support the cross-departmental implementation of smart city infrastructure and technology projects through the Smart City Infrastructure Working Group, including Fiber Project; Traffic Engineering Infrastructure; Smart Bus Shelters and Bus Stop Totems; Digital Welcome Signs; Citywide Wi-Fi; LED Streetlight Pole Conversion Project; Smart Lighting Pilot; Digital Parking Permits; Design District Streetscape Smart Features; and Electric Vehicle Charging Infrastructure.
- Management of WeHo + Tesla Supercharger Station project.
- Management of Electric Vehicle Charging Implementation Plan.
- Management and administration of Street Furniture contract, including installing new smart bus shelter systems, service requests, and review of advertising and creative bus shelter buildouts.
- Development of Smart City Hall initiatives.
- Management and coordination of Data Working Group, and its development of data policies and initiatives.
- Contract and project management of X-Team bench of innovation vendors.
- Management of Innovation Fund grant program.
- Management and coordination of Innovation Catalyst Group.
- Development of workforce training for innovation, data, service design, and creative problem-solving skills.
- Provide innovation, strategy, and operations consulting assistance for City Departments and Divisions.
- Conduct smart city and civic innovation community engagement events.
- Explore new smart city and civic innovation technology through demonstrations with infrastructure and innovation technology vendors.

Attachment A

Special Projects

- Exploration and development of organizational Performance Management framework.
- Expand paperless workflow program to transform internal operations.
- Expand digital city hall program to deliver more services and forms online.
- Piloting new civic engagement models in support of a digital city hall.
- Conduct user-centered design or design thinking staff training to improve City services.
- Development of Smart City Infrastructure and Technology Inventory Catalog.
- Develop Smart City Sensor program to add or upgrade sensors in all proposed infrastructure projects.
- Development of Smart City Update Bi-Annual Report.
- Participation on the project team for the following programs and initiatives: We-R-WeHo; Vision 2050; Knowledge Transfer; Performance Management; Intranet 2.0 Subcommittee; Zoom Broadcast Challenges Working Group; What Works Cities Certification; Curbside Management; Mobility Data Management; Design District Streetscape Master Plan Smart City Features Coordination; and Climate Action Plan.

Mid-Year Accomplishments – Innovation

- Completed an Electric Vehicle Charging Needs Assessment to quantify the City's expected EV charging demand over the next 15 years, provide the City with data-driven implementation targets, and develop recommendations for future implementations.
- Managed pre-construction efforts for the WeHo + Tesla Supercharger Station with Tesla, ChargePoint, and Southern California Edison (SCE). Processed utility easements with SCE, required prior to project installation. Construction is expected to commence in early February 2022, or immediately after completion of the Sunset Spectacular project.
- Installed 22 new smart bus shelters across the City. Coordinated review and modification of bus shelter locations and bus service to Beverly Boulevard due to Metro NextGen service modifications.
- Launched a data sharing and standardization guidelines project, which will create uniform policies for using and sharing data across the organization, resulting in the more efficient delivery of services to the community.
- Facilitated implementation of the Street Media Digital Welcome Sign prototype at the western entry to the City on Sunset Boulevard. The new digital welcome sign allows the City to broadcast messages to commuters and pedestrians with alerts about public safety activity, construction and traffic delays, and other public service announcements.
- Prepared six monthly Innovation trainings for City Hall staff, covering varied innovation, digital government, community engagement, evidence-based policy, and environmental resiliency topics.
- Innovation Manager Francisco Contreras and Senior Innovation Analyst Kate Kigongo were named two of the 2021 Top 100 Local Government Influencers by Engaging Local Government Leaders.
- Launched development of a strategic plan performance management program with the City Manager's Office. A performance management tool will help the city gauge progress towards accomplishing key city goals and priorities identified in the upcoming Vision 2050 and other critical strategic plans while streamlining reporting for department updates, City Council, and budget documents.

Attachment A

- Developed a Parking Division website chatbot with CitiBot, an award-winning government chatbot team, in partnership with the Parking and Digital Media Divisions. The chatbot will provide 24/7 support for frequently asked parking inquiries and expand digital city hall services.
- Facilitated deployment of the organization's new intranet 2.0 network for sharing information, more accessible communication, collaboration tools, and other internal computing services.
- Launched exploration with the Human Resources division of platforms and software for employee engagement and development, idea sharing, and organizational support and communication.