Mid-Year Report on City Progress toward Accomplishment of the Primary Strategic Goals of Vision 2020 (as of December 31, 2019)

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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.

Primary Strategic Goal: 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.

Ongoing Strategic Program: Institutional Integrity - Maintain and enhance government integrity in all City operations and the efficient delivery of services.

Accomplishments (July 2019 – December 2019)

City Council Offices


• Worked with staff, City lobbyists, and other appropriate entities and persons to support or oppose legislative matters of particular significance to West Hollywood and its legislative priorities. This included a statewide ban on the sale of fur products; in 2011 West Hollywood was the first City in the nation to adopt a fur ban.

• Co-sponsored numerous local and regional events and programs related to the City’s core constituencies, which support the City’s core values, strategic goals and legislative priorities.

• Presided over the City’s Annual Congress of Boards and Commissions and met with current commissioners and board members.

• Adopted a new Green Building Ordinance that reconciled the City’s codes and policies with State law and introduced high standards for local green building to maintain the City’s exemplary program.

• Adopted an ordinance to set requirements for parkway design in order to promote sustainability, public safety, and neighborhood beautification.

• Approved “Sustainability Sundays”, which is a social media engagement campaign aimed at encouraging community members to take small steps towards increasing sustainable practices and reducing waste in everyday life.
• Approved a program to provide menstrual products free of charge in City facilities, including City Hall and parks.

• Adopted the Urban Forest Management Plan, which presents a 20-year guide to help shape the present and future state of the City's public trees. Created the "West Hollywood Green City Awards" to highlight residents, businesses, and other organizations who demonstrate outstanding sustainability practices.

• Approved over $5 million in Social Services contracts to fund vital services for the most vulnerable community members, including mental health programs, substance abuse treatment, homeless services, senior services, legal services, HIV/STD prevention and treatment, health care services, case management, disability services, job placement services, and LGBTQ services.

• Approved an ordinance to require businesses in the City to accept cash as a form of payment, preventing businesses from adopting practices that can be prohibitive for people who are underbanked or unbanked, who may not have access to a debit or credit card.

• Adopted several zone text amendments, including ordinances to allow director review of mixed-use projects less than 10,000 square feet and to amend standards for projects spanning commercial and residential zone districts.

• Approved amendments to the City's cannabis ordinance and regulations related to cannabis consumption lounges.

• Approved changes to the Municipal Code to require certain construction mitigation steps to apply to all construction sites in the City in order to provide clear standards of operation to protect the health, safety, and welfare of the neighborhood during periods of development.

• Adopted an ordinance that establishes new public nuisance standards that address property maintenance and vacant property issues, increasing accountability and consolidating current vacant property standards.

City Manager

• Provided executive support, guidance, and direction on significant internal and external initiatives, programs and projects.

• Represented the City in various member organizations, including: League of California Cities, California Contract Cities, Alliance for Innovation, Westside Cities Council of Governments, California City Management Foundation, International City/County Management Association, Urban Land Institute, Los Angeles Innovation League, and Municipal Management Association of Southern California.

• City Manager and members of the Department participated in the League of California Cities' Policy Committees, including the committees of Revenue and Taxation; Community Services; Housing, Community & Economic Development;
Transportation, Community & Public Works; and Governance, Transparency & Labor.

- Selected to represent the City as a Senior Fellow for the UCLA Luskin School of Public Affairs Leadership program.
- Participated as a speaker for the Municipal Management Association of Southern California Annual conference presenting on diversity and inclusion.
- Invited to facilitate the New and Future City Manager’s Seminar for the California City Management Foundation.
- Participated on a panel at the League of California Cities Annual Conference, discussing the California housing crisis and RHNA allocation.
- Invited as a guest lecturer to speak at Cal Poly Pomona College of Environmental Design and UCLA Luskin School of Public Affairs to discuss development processes.
- Continued work on the Vision 2050 strategic plan project.
- Participated in an internal working group, WeRWeHo, to address employee engagement opportunities and concerns.

**Assistant City Manager**

- Engaged a consultant to conduct an organization-wide staffing analysis and prepare an optimization plan.
- Implemented one-time retirement program to benefit for long-term employees that were prepared to retire.
- Organized a knowledge transfer and transition team to begin development of a standardized process to document institutional knowledge that can be used when an employee leaves the organization or promotes to a new position.
- 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.
- Transitioned to the City’s new insurance pool, CJPIA, and facilitated any run-off issues with the prior pool, PARSAC.
- Worked with CJPIA to launch a staff safety training program to facilitate safety training for various staff divisions and operations.
- Participated in cross-organizational safety and security meetings to refine safety and security measures for City Staff.
- Worked with Facilities and Information Technology to upgrade the duress system.
Community & Legislative Affairs

- Coordinated National Night Out events and Neighborhood Watch Group meetings throughout the City.
- Provided technical and legislative support to the City's voting member on the Westside Cities Council of Governments (WSCCOG), specifically on mobility and sustainability issues being considered by member cities.
- Organized a NextGen working group meeting to discuss ways to enhance engagement in City government and the future of West Hollywood and begun branding and website creation for NextGen.
- Launched the Complete Count Committee, which is part of the City's Census 2020 Initiative and aims to engage community stakeholders in developing strategies to get the word out about the importance of a complete count in the City of West Hollywood and across California.
- Organized a tour of the West Hollywood Community Housing Corporation buildings for appointed officials and community leaders.
- Lead the continued implementation of the City’s cannabis ordinance, including meetings with applicants, media inquiries, the approval of fifteen licenses by the business license commission, and opening of the first cannabis consumption restaurant in the country.
- Led a delegation of eight City staff from various departments on a two-day lobbying trip to Sacramento to discuss the City’s position on land use and homelessness issues.
- Coordinated and executed various community events, including film screenings.
- Helped led the City’s efforts to secure the extension of Metro Rail service to the City, including oversight of a complex financial study to identify potential new revenue for construction of the rail line and numerous meetings with local and regional elected officials to advocate for the extension.

City Attorney

- Provided legal consultation on major policy, programs, and capital projects of the City.
- Provided advice to City Council members on legal issues pertaining to their initiatives and performance of their duties.
- Provided legal advice to City staff on agenda matters; reviewed and revised staff reports; assisted with responses to public records requests, subpoenas, and other constituent inquiries; and otherwise supported City staff in the performance of its daily functions.
- Prepared ordinances and resolutions for consideration by the City Council and its subordinate bodies.
• Prepared and/or reviewed contracts entered into by the City.
• Provided technical advice, assistance, and representation on non-routine matters related to employee grievances, disciplines and discharges.
• Represented the City in pending legal actions filed against the City, principally challenging land use decisions and rent stabilization decisions.
• Provided advice in connection with implementation of the City’s cannabis ordinance, cannabis tax and issuance of cannabis licenses.
• Provided technical advice, assistance and representation on various real property acquisitions.
• Advised the Ethics Reform Task Force.
• Represented the City in pending legal dispute with Korman/AKA over the 8500 Sunset project.
• Prepared and advised on implementing ordinances for topics such as sidewalk vending, State mandated accessory dwelling units, and property maintenance.
ADMINISTRATIVE SERVICES DEPARTMENT

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.

Ongoing Strategic Program: Institutional Integrity - Maintain and enhance government integrity in all City operations and the efficient delivery of services.

Accomplishments (July 2019 – December 2019)

Legal Services

General Legal & Prosecution Services

- Investigated and referred probation violation related to judicial supervised landlord to City Prosecutor.
- Provided legal advice and counsel regarding the cannabis ordinance and business application process.
- Drafted and passed amendment to the RSO regarding new reporting and disclosure requirements for landlord buyout agreements.
- Successfully onboarded a new hearing examiner.
- Assisted Rent Stabilization staff in identifying and monitoring properties subject to tenant habitability plans.

Mediation Services

- Mediations and facilitations regarding uninhabitable units due to fire/floods/code issues and landlord rehabilitation, tenant displacement and assisting parties with relocation requirements of the RSO.
- Conducted successful social service-related mediations and facilitations and coordinated with service providers and high-impact tenants (3).
- Conducted successful mediation of potential and filed rent decrease hearings (90) resulting in agreements saving the City and constituents significant administrative hearings time and costs.

Administrative Hearings

- Successfully processed seventy-nine (79) – an increase of approximately 8 hearings from June-December 2019 – rent decrease hearing applications and cases and coordinated seventy-one (71) cases which were referred to the hearing examiner for consideration and adjudication.
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- Processed, scheduled and completed twenty-two (22) Code Compliance-related hearings that were also adjudicated by the City's independent hearing examiner.
- Coordinated thirty-seven (37) tow and impound hearings.
- Reviewed and processed seventeen (17) compliance determinations (parties request rent reductions ordered by the City's independent hearing examiner be restored).
- Coordinated a total of one hundred forty-seven (147) hearings regarding the Rent Stabilization and Housing, Code Compliance and Parking Divisions.

City Clerk

- Conducted the Annual Training for Commissioners, Advisory Board Members, Liaisons and Secretaries on recusals, meeting management and subcommittees.
- Coordinated and Conducted the Annual Congress of Commissions & Advisory Boards
- Participated in the Countywide Mock Election with the L.A. County Registrar Recorder. Plummer Park was of 50 Mock Election sites in Los Angeles County.
- Coordinated with the L.A. County Registrar host a Demonstration Site for the new Voting Solutions for All People voting machines for the entire month of October at Plummer Park.
- Conducted a staff training on the new Public Records Request software.
- Conducted the Annual Commission/Advisory Board Chair & Vice-Chair Training
- Reconvened the Ethics Reform Task Force and held two meetings.

Human Resources

- Completed comprehensive review of personnel policies. Meet and confer with the bargaining units was initiated and is ongoing. For specific policies, supplemental trainings for management and staff will be provided. To ensure best practices, in coordination with the City Attorney, reviews of each policy will be conducted annually.
- Launched a comprehensive digital online learning system to management. City-wide implementation planned for January 2020. Employee working groups were involved in the process and will continue to provide insight and feedback. The online training platform is designed for all staff to create a culture of learning, cultivate growth, promote excellence, and improve retention. The program currently offers over 600 courses in areas related to Business Skills, Employment Liability, Health and Safety, Human Capital, Leadership and Management.
- Developed and curated specific mandatory Learning Plans for executives, management and supervisors as part of the online learning management system.
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- Completed development of a new digital Onboarding software system. Implementation is planned for February 2020. The program ensures day-one readiness for new employees, accelerates productivity, and helps retention of workforce. Functions updated and developed included streamlining new hire process, employee engagement, compliance, work culture and retention.

- In coordination with the Administrative Services Director, initiated and developed process of establishing focus groups from each division. This approach allows an opportunity for staff to contribute ideas for customer service and ways in which to enhance the Customer Service Policy. A consultant will facilitate the discussion and based on the information gathered in the focus group sessions, will work with Human Resources to customize and facilitate Customer Service training.

- In response to personnel complaints, initiated and developed programming to maintain an ongoing commitment to strengthen the capabilities of our employees in order to work in a successful and collaborative manner.

- Managed, conducted and completed various non-routine internal investigations with assistance from the City Attorney’s office.

- Provided management level personnel expertise and guidance on complex matters related to grievances and disciplinary actions.

- Initiated, developed and managed customized care plans for employees for support related to personnel matters.

- Conducted various meet and confer meetings and consultations with all bargaining units.

- Conducted and completed RFP for temporary staffing services. HB Staffing was selected with forty years of staffing industry experience, and twenty-year history of partnering with public sector clients. The company promotes a strong diversity and inclusion policy and will also include hosting a Job Fair in the City of West Hollywood as part of a diversity and community recruitment outreach.

- Conducted and completed RFQ for Employee Assistance Provider. Managed Health Network was selected. Employees have access online to health and wellness information and providers. Various trainings, coaching, organizational development, and critical incident response services are provided.
FINANCE & TECHNOLOGY SERVICES
DEPARTMENT

The functions of the Department of Finance & Technology Services include Revenue Management, 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.

Primary Strategic Goal: Fiscal Sustainability - Monitor, protect and increase City Resources.

Accomplishments (July 2018 – December 2018)

Administration

- Electronic timesheets: Conducted pilot and refined configuration based on feedback.
- Digital procurement: Initiated configuration and workflow pilot to streamline contract workflow.
- Worked with City’s Financial and HR Financial System vendor to ensure the City’s ability to report Fines, Penalties, and Other Amounts received in accordance with the IRS’s Transitional Guidance Under §§ 162(f) and 6050X.
- Initiated an update of the city’s hotel capacity and hotel tax projections through release of an RFP for consulting services.

Ongoing

- Completed new fiscal year, year-end, and audit-related tasks.
- Provided LA County with the annual levy amounts for the City’s Assessment Districts for Fiscal Year 2019-2020.
- Conducted semi-annual timesheet/payroll, accounts payable/ cashiering fees/ deposits, procurement and budget processing/ monitoring training along with other staff-requested trainings.

Revenue Management

- Initiated FY 2019/20 Comprehensive Fee Study.
• Coordinated the successful Transient Occupancy Tax Compliance Review (audit) of six hotels performed by an outside consulting firm (calendar year 2016, 2017 and 2018). The audit generated over $49,600 in additional TOT revenue.

• Collaborated with the Cannabis Task Force to create and implement a new process for the collection of Cannabis Business Tax.

• Completed a full HDL implementation to track monthly Cannabis business licenses tax payments for the various rate types of cannabis permits.

• Increased efficiencies and customer service related to the Business Tax Certificate Program by implementing a new "e-mail blast" for late notices and continued the collections of past due accounts.

• Completed successful audits of Community Development Block Grant and County transportation funds, which include AQMD, Propositions A and C, as well as Measure R and TDA funds.

• Assisted with the fiscal administration and reconciliation of all grants received by the City.

• Assisted all departments in the management of decentralized receivables, including parking fines and parking meter revenue analysis and tracking of hotel marketing assessment receipt for monthly payments.

• Performed ongoing 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 cafes and evening valet services. Continue quarterly billings for utility and billboard encroachment permit billings.

• Coordinated and monitored the City debt collection program for past-due accounts including reporting to collection agencies and utilization of small claims and municipal courts.

• Continued participation in the Franchise Tax Board’s (FTB) Interagency Intercept Collections program which allows the FTB to intercept federal tax refunds when individuals have delinquent debts owed to the City.

**General Accounting**

• Completed the audit of fiscal operations and received an unmodified “clean” audit opinion for the City Fiscal Year 2018-2019, which ended June 30, 2019, 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).

• Started the transition and implemented new processes as a result of the change in banking services provider from Wells Fargo to Bank of the West; began reviewing possible services to be provided by Union Bank.
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- 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 $121,515 to the City.
- Began pilot testing the Novatime software that will be used as the new electronic timesheet process.
- Provided guidance and assistance during the transition of deferred compensation providers from Great Western and ICMA to a single provider, ICMA.
- Completed the required SB 341 Housing reports in-house for FY 2018/19.
- Assisted with the issuing and accounting of long-term notes related to the Affordable Housing Trust Fund.
- Processed daily accounting activities including monthly journal entries of City funds, Successor Agency funds, and related debt service transactions.
- 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.
- Provided guidance and assistance during the benefits open enrollment and continued to monitor provisions of the Affordable Care Act, 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 support to liability insurance provider during the transition from PARSAC to CJPIA.
- Provided ongoing customer service to internal and external customers and provided training to other divisions in order to continue ongoing updates on accounts payable.

Information Technology

Applications

- Upgraded TRAKiT Permitting System and Tyler Eden to the latest versions
- Migrated Visitor Parking Permit application to a secondary server to allow for upcoming intranet redesign and migration
- Completed migration of organization to Office 365 cloud
- Completed roll-out of new Office suite (Word, Excel, Outlook, etc.) to staff
- Consolidated 8 on-premise email servers into 1, which will provide energy and licensing cost savings
- Migrated anti-spam filtering from Google to Microsoft
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- Migrated organization from Box.com to Microsoft OneDrive for collaboration and file-sharing
- Implemented Microsoft Teams for chat, document sharing, and cross-organizational collaboration
- Presented four days (14 sessions) worth of Microsoft O365 transition training to staff
- Implemented strict security policies for the Office 365 environment to assist with protecting the organization from external and internal threats
- Assisted with design and implementation of HdL Rent Stabilization Cloud platform
- Initiated planning of upcoming intranet redesign and migration
- Replaced proprietary IT infrastructure monitoring application with open source enterprise alternative

Infrastructure

- Completed Plummer Park Disaster Recovery Site network optimization
- Completed network implementation for ENE-HUB smart poles
- Doubled internet speed for City facilities to improve staff and public experience and decrease backup duration
- Assisted with design and implementation of new duress system
- Assessing current conduit condition along Sunset Blvd and Fountain Blvd to explore fiber optic expansion along major corridors, as well as the closing of major fiber loops
- Implementing improved Traffic Control connectivity to LA County
- Upgraded City Hall virtual infrastructure to increase speeds and optimize throughput
- Assisted Facilities with completion of implementation of Metasys infrastructure management system
- Assisted Facilities with implementation of new camera system as well as development of cloud migration plan for existing camera systems
- Completed Halloween Command Center network configuration
- Renewed Microsoft Enterprise Agreement using County of Riverside Contract, to maximize licensing cost savings to the organization over the next 3 years
- Exploring implementation of wireless point-to-point network link to Kings Rd Parking Structure to increase throughput by factor of 100
- Upgraded over 99% of staff from Windows 7 to Windows 10
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Security
- Implemented emergency EOC backup satellite installation and configuration at City Hall
- Implementing Office 365 Backups
- Developed contracts for emergency incident response plan as well as 2020 security assessment
- Implemented redesign of Cisco Identity Services Engine (ISE) to improve City's ability to control and identify devices connected to its network
- Applied security and critical updates to enterprise applications such as Adobe, Java, Microsoft Windows updates, etc.

GIS
- Provided GIS layer data for Long Range Planning, Engineering, Current Planning, and Parking divisions

Other
- Posted RFP, reviewed submissions, interviewed applicants, and selected vendor for upcoming IT Strategic Plan
PUBLIC SAFETY DEPARTMENT

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.

Ongoing Strategic Programs: Institutional Integrity - maintain and enhance government integrity in all City operations and the efficient delivery of services. Collaborative Public Safety - promote traditional and non-traditional approaches to public safety, recognizing diversity and community involvement.

Accomplishments (July 2019 – December 2019)

Safeguarding the Community

- Expanded Block by Block Security Ambassador Services to include a dedicated presence at both Plummer Park and West Hollywood Park during regular operating hours.
- Added an additional Mental Evaluation Team (MET) to coordinate mental health services with the Sheriff’s station.
- Expanded supplemental deployment to address homeless and quality of life issues, including foot patrols in addition to traditional vehicle patrols.
- Managed a multi-disciplinary team which provided tactical planning; threat assessments; Event Action Plans, and law enforcement, fire, and emergency medical services resources for various special events, including CicLAVia, the Emmys, and Halloween.
- Participated in an interoperable mobility deployment project with the Homeland Security Advisory Council (HSAC) and the Mobility4 Public Safety (M4PS) team to automate tracking of patient contacts, to improve collaboration and information sharing, to report bed availability in event medical care centers, to utilize a messaging app Bridge4PS, and to track resources to improve efficiency of dispatching; thus, allowing for an improved Incident Command Post experience.

Protecting Personal Safety

- Hosted AED Training with the Los Angeles County Fire Department for City staff.
- Hosted Active Shooter Training with High Speed Tac Med, LLC to provide City staff with personal safety tips and skills to assist others in an emergency with plans for a community class in February of 2020.
Emergency Preparedness

- Participated in the California Great Shake Out exercise to encourage residents and businesses to “Drop, Cover and Hold On” during an earthquake.
- Along with the Public Safety Commission, hosted a “Pizza and Preparedness” event which included “5-Minute CPR” and information from the Community Emergency Response Team (CERT).

Community Programs & Public Safety Education

- Supported the City’s National Night Out event and Neighborhood Watch meetings.
- Hosted “55 Drive Alive” Mature Driver courses.
- Continued working on the creation of a virtual museum of the Russian speaking community with the Russian Advisory Board.
- Organized the Calibri Musical Competition to facilitate cultural exchange in the form of musical performance.

Special Projects

- Coordinated with the Los Angeles LGBT Center’s Transgender Economic Empowerment Project to offer a job and resources fair for transgender and non-binary people.
- Received a State of California Tobacco Prevention grant and coordinated law enforcement resources.
- Coordinated an educational training on Human Trafficking for the community, business owners, City staff, and the Sheriff’s Department.
- Coordinated a trip to Washington, D.C. for the Transgender Advisory Board to attend the Trans Visibility March and to meet with Congressional representatives.
- Coordinated the annual City of West Hollywood and Los Angeles County Sheriff’s Department Toy and Food Drive.
HUMAN SERVICES & RENT STABILIZATION DEPARTMENT

The Human Services and Rent Stabilization Department includes the Social Services, Strategic Initiatives, 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.

Primary Strategic Goal: Affordable Housing - Protect and enhance affordable housing opportunities, with emphasis on Rent Stabilization laws.

Ongoing Strategic Program: Support people through social services - Continue to expand Social Services programs as appropriate to needs of the changing demographics.

Accomplishments

Social Services

Social Services

- Completed the 2019-22 Social Services Funding process which resulted in the successful execution of 35 contracts with 27 non-profit organizations.
- Entered into contracts with five additional non-profit organizations, Awakening Recovery, Inc.; JQ International; Seeds of Hope; Trans Can Work, Inc.; and TransLatin@ Coalition.
- Convened Planning & Coordination meetings to facilitate collaboration between HIV Prevention and Care Providers; Substance Abuse programs; services for children, youth and families (Children’s Roundtable); Transgender Service Providers; and Food and Nutrition Service Providers.
- Provided Agency Development funding for Social Services agencies to increase their capacity for serving West Hollywood community members.
- Tracked service utilization and demographic trends through the analysis of quarterly program reports submitted by contracted service providers. Worked with a monthly average of 123 constituents who contacted City Hall; tracked evolving community social service need as presented through these contacts.
- Provided funding for programming that supports children and youth through the Grants in the Schools Program.
- Participated in the City’s Hoarding Task Force, coordinating Social Services assistance for constituents challenged by hoarding behavior.
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• Coordinated and implemented health education and community events including the Disabilities Resource Fair and World AIDS Day programming.
• Planned and implemented a series of events and activities in recognition of Disabilities Awareness Month in October.
• Coordinated and staffed Pop-Up Workshops to provide information to the community on Covered California Health Insurance Plans, Social Services programming, and the HIV Zero Strategic Plan.
• Designed, printed and distributed the “Funded Social Services Agencies & Programs 2018-19” brochure; distribution began at the 2019 National Night Out Event. Updated 2019-20 brochure is being revised to include newly funded agencies and will be tri-lingual (English, Russian and Spanish).
• Represented the City on a variety of County-wide planning bodies, including the LA County HIV Health Services Planning Council, and the LA Metro Local Transit Services Subcommittee.

Transit Services

• Monitored contracts with Ambiance Transportation and MV Transportation for the on-call transportation program and Cityline/Dial A Ride /TLC services, respectively.
• Monitored the American GTS and the Chamber of Commerce contracts for The PickUp/Sunset Trip and the Commuter Center service, respectively.
• Successfully completed on-line NTD (National Transit Database) data submission.
• The Public Relations Society of America - Los Angeles Chapter recognized the Cityline shuttle service for its innovative branding initiative.
• Convened quarterly interdepartmental transportation “Think Tank” sessions with other City Divisions.
• Provided successful shuttle service for the Halloween Carnaval through the implementation of modified PickUp and Cityline routes connecting West Hollywood to the Metro Red Line with a stop at the Hollywood/Highland station.
• Facilitated special tours and charters for Board and Commission tours, the Teen Center, Summer Day Camps, staff trainings and other special events.
• The Sunset Trip transit program saw an 86% increase in YOY ridership, the Cityline program saw a 41% increase in ridership, and the Taxi Subsidy/On-Call Transportation program saw a 14% increase.
• Conducted survey and evaluation of Cityline Commuter service and Cityline Saturday Night service.
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- Preparations to implement free bus pass subsidy program and Cityline service changes to take effect January 2020 include updated schedules, public outreach and acquisition of additional vehicle.

- Began the implementation of a brand refresh for The PickUp entertainment trolley program.

- Continued to facilitate residents' use of the reduced-fare Metro bus pass TAP card through monthly renewals. Assisted residents in renewing expired cards. On average, 400 residents access these services every month.

Strategic Initiatives

- In the last contract year, 35 formerly homeless adults were housed through Ascencia and Step Up on Second, and 22 youth accessed 3,219 bed nights through the Los Angeles LGBT Center. Housing Works provided intensive casement management to ensure 24 formerly homeless adults remain housed.

- The City’s Homeless Initiative was featured as one of three City efforts in the All-American City application, which resulted in West Hollywood being named an All-American City in 2019. Division staff were involved in the creation of the application package, as well as the presentation at the National Civic League Conference.

- The City’s Aging in Place/Aging in Community was included as part of the City’s successful effort to become a 3-STAR certified community.

- The City’s Aging in Place/Aging in Community presentation proposal to the American Society of Aging’s conference in Atlanta was accepted. However, the City is declining to participate and advised the organizers of the City’s ban on travel to Georgia due to the state’s passage of anti-choice legislation passed there in early 2019.

- Completed successful community engagement strategy to increase participation among older adults in the Year Three evaluation for the City’s Aging in Place/Aging in Community Strategic Plan.

- Provided intensive coordination efforts across public and nonprofit agencies to arrange for services to prevent older adults with physical and mental health disabilities from losing their housing.

- Initiated community education work to increase enrollment in CalFresh.

- Strategic discussions with Cedars-Sinai Medical Center, resulting in greater connectivity in the Emergency Department with social workers and homeless
navigators; also resulting in funding totaling $224,973 to the City’s contracted agencies – to support collaborative efforts to address homelessness and poverty.

- Co-produced the West Hollywood’s Mental Evaluation Team’s first annual report on services provided to the community including assessing the City’s return on investment in this specialized mental health crisis response team.

- Met with leading homeless policy and mental health advocates in Sacramento to increase awareness of West Hollywood’s local investment in services to address homelessness and housing and raise awareness about impediments to intensive support and care stemming from state and regional systemic barriers.

- Conducted third annual demographic survey to gather and analyze data regarding homeless community members to inform outreach efforts and prioritize funding and policy decisions.

- Actively contributing to the development of the Westside Council of Governments’ Regional Homeless Plan to guide and align the focus and policies of member municipalities in addressing homelessness locally, in concert with Los Angeles County and the Los Angeles Homeless Services Authority.

Rent Stabilization and Housing

Studies and Initiatives

- Reviewed 25 new state laws effective in 2020, updated and developed communications and outreach materials, and trained staff so housing counselors can provide accurate information, resources, and referrals when counseling tenants on housing issues.

- Collaborated with the Planning and Development Services Department on zoning code amendments and housing studies, including:
  
  o New state density bonus requirement (AB 1763) allowing non-profit affordable housing projects unlimited dwelling units for projects in high occupancy transit zones. Planning Commission reviewed an initial draft in 2019 and will review the final draft amendment in the first part of 2020.

  o Review inclusionary zoning requirements for commercial areas with an exploration of whether increasing the requirement would be possible based on market dynamics. Planning Commission reviewed an initial recommendation in 2019, a final recommendation will be reviewed in the first part of 2020.

  o Completed an analysis of potential housing pilot programs to increase and expand the range of affordability. Pilot programs include acquisition of
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existing naturally occurring affordable housing, affordable homeownership, affordable accessory dwelling unit program, and establishing an inclusionary affordable requirement specifically for co-living projects. City Council will receive the report in the first part of 2020

Rent Stabilization

- Introduced the final upgraded Rent Stabilized Tenant Registry allowing property owners to register new tenancies remotely online using a personal computer or hand-held device. In first six months, 40% of registrations received were online.
- Processed 55 petitions for rent adjustment or maximum allowable rent hearings, nine appeals to the Rent Stabilization Commission of hearing examiner decisions.

Tenant Protections

- Tenant Habitability Requirements – Continued implementing and refining new requirements for habitability for seismic retrofitting and major building renovations.
- Buyout Agreements – Continued implementing and refining information on agreements received that is readily available for the public online.

Inclusionary Housing

- New Inclusionary Units – Leased 10 new rental units. 1030 N Kings Road (2 very low, 3 moderate), 8017 Norton (3 very low, 2 moderate). Monitored development of an additional 67 inclusionary affordable units at 10 sites.
- File Management – Began digitizing and integrating the inclusionary program files into the Division’s microfiche property files, which will improve customer service and response time because information for all regulated properties will be available in one database.
- Tenancy Registry – Began migrating the inclusionary tenant registry into the new online rent stabilization registry. When complete, the Division will have one registry holding tenancy information for all units regulated by the rent stabilization program, or by deed restriction.
- Waitlists – reconfirmed interest in housing and updated information for all current persons and households on the waitlists. Opened an interest list for affordable housing and received approximately 4,000 new submissions, which will be queued in a lottery with a portion of new applicants added to the end of the current waitlist.
- Administrative Guide – reviewed all program policies and procedures and created an administrative guideline which will be presented to City Council in 2020.

Affordable Housing Trust Fund
ATTACHMENT C

- Supported The Actors Fund application for new Tax Credits and planning for major building renovations at the Palm View Apartments (980 Palm).
- Supported the West Hollywood Community Housing Corporation application for new Tax Credits at several properties. Funding requested will come in three phases renovating all the Corporation's older West Hollywood buildings.
- Supported existing non-profit affordable housing operations and new development through participating on the WHCHC executive board.
- Continued seeking potential sites for affordable housing in collaboration with non-profit housing providers, and periodically monitoring sites.
COMMUNITY SERVICES DEPARTMENT

Community Services oversees the Urban Design & Architecture Studio Division along with three departments: Facilities & Recreation Services, Public Works, and Planning & Development Services. The mission of Community Services is to promote and implement solutions to make everyday life better for our constituents and to deliver on our commitments.

Primary Strategic Goal: Maintain the City’s Unique Urban Balance with emphasis on residential neighborhood livability; move forward on parks and library improvements; and expand and enhance green and public spaces; develop parking opportunities.

Ongoing Strategic Programs: Upgrade existing buildings & infrastructure; improve efficiency and service to our community.

Accomplishments (July 2019 – December 2019)

Community Services

- Established on-going Design District meetings bringing together developers, interdepartmental staff and utility companies to better coordinate and plan the City’s future streetscape projects.

Urban Design & Architecture Studio

- Assisted with promotion and launch of Sunset Strip Digital eXperience project (Long Range Planning).
- Participated in Design District streetscape upgrades project (Engineering & Long Range Planning).
- Collaborated on ZTA adoption of new Accessory Dwelling Units policy (Long Range Planning).
- Launched community process to upgrade Hart Park (Facilities & Recreation Services).
- Commenced planning for new Community Conversation Series.
- Prepared options and recommendations at 1343 Laurel for City Council consideration.
- Assisted staff in moving the AIDS Monument project forward to completion (Facilities & Recreation Services).
- Reviewed and updated "Exemplary Design" definition with Planning Commission.
ATTACHMENT C

- Consulted on Metro Rail Integration Study scope of work and criteria (Long Range Planning).
FACILITIES & RECREATION SERVICES
DEPARTMENT

The functions of the Facilities & 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; provide well maintained facilities and infrastructure for the community; and enhance the quality of life for residents.

Primary Strategic Goal: Move forward on City parks and library and expand and enhance the City’s green and public spaces. Complete the Park(s) Master Plan process and Library Project and create and encourage more public open spaces wherever feasible.

Ongoing Strategic Programs: Upgrade existing buildings and infrastructure recognize the need to shore up aging housing and make other private improvements, as well as invest in the City’s infrastructure. Enhance the cultural and creative life of the community; continue to expand cultural and arts programming, including: visual and performing arts, cultural and special events.

Accomplishments (July 2019 – December 2019)

Administration

- Managed the construction phase of the West Hollywood Park Master Plan Phase II Implementation Project.
- Continued planning for the recreational programming elements and needs of the forthcoming Aquatics and Recreation Center.
- Continued with property acquisition and lease management efforts.

Recreation Services

- To improve program registration the Flex Reg module was purchased for Active Net and will be implemented in Summer 2020. The new module will allow easier viewing, addition of activities when registering, sign in and out procedures for parents and easier monitoring of activities by participants.
- Recreation Services Division processed over 6,000 program and activity registrations, 600 facility reservations, and generated over $190,000 in revenue.
ATTACHMENT C

Plummer Park

- Celebrated ‘July is Park and Recreation Month’ with the theme of “Game On!” which reminds us that physical fitness, friendly competition and utilizing the sports courts at parks encourages a healthy, active lifestyle. Celebrated by offering the community themed programs and activities encouraging to get out and play and discover fun ways to stay active and healthy.

- Hosted the Rec Expo in conjunction with Ciclavia. The Rec Expo attended by over 400 community members, highlights the various programs and events offered in Recreation Services and provides interaction with instructors as well as showcasing demos of classes offered throughout the year.

- Produced Summer Luau Senior Dance attended by 90 seniors 55 and up. Provided numerous excursion opportunities attended by 261 participants to locations such as the Sawdust Festival – Laguna Beach, Solvang and Ostrich Land USA, Big Bear Lake, Whale Watching in Newport Harbor, Mission San Juan Capistrano and Huntington Harbor Cruise of Lights.

- Introduced Bows of Fury Archery program and will continue to offer community programs such as Ballroom Dance, Basic Yoga, Kidz Love Soccer, Art Blast and Hoops University.

- Camp West Hollywood operated for the entire length of the LAUSD summer break (10 weeks) with a total attendance of 599 children that included daily structured recreation activities, swim days twice a week at the West Hollywood Aquatics Center, and weekly field trips.

- The Teen Center Volunteer Program comprising 20 Volunteers provided more than 430 hours of community service to city-wide special events and local non-profit agencies.

- The Helen Albert Certified Farmers’ Market, open Mondays at Plummer Park from 9:00 am - 2:00pm, served more than 10,000 constituents. With the help of our Farmers’ Market vendors and the Food Forward Recovery Program, the Helen Albert Certified Farmers’ Market donated more than 19,000 pounds of produce to Social Services agencies serving the City of West Hollywood.

West Hollywood Park

- Expanded the Tiny Tots Summer program to include an afternoon and morning session. Continued offering the highly popular Tot Time Summer Camp which featured weekly field trips to local partner agencies such as LA County Fire & Sheriff’s Departments. Collaborated with the Aquatics section and hosted a Tot Splish Splash Bash Parent & Me end of Summer event. Promoted the importance of physical activity with the Tot Bootcamp class.
• Planned and organized the Annual Youth Halloween Carnival which was attended by approximately 800 youth, adults, and seniors; and implemented new event elements such as a Tiny Tots Zone and Costume Showcase.

• Developed two new programs: “SPARK: Summer in the Park” and “All Stars” Afterschool Club to provide organized play, along with homework and enrichment activities for our local youth. Continued the monthly Rec ‘N Roll Mobile Recreation program at Kings Road Park which features outdoor group recreation activities while also serving the purpose of Recreation staff providing supervision of monthly private facility rentals held at the park.

• Expanded youth sports programming to include Volleyball and Indoor Soccer. And implemented a new Super Science Kids! Program.

• Implemented a new Movie in the Park summer event at West Hollywood Park which was also well-attended by dog park users who enjoyed the dog-centric theme.

• Planned and organized the Annual Veterans Day Ceremony at Sal Guarriello Memorial Park, which had the theme of “Welcome Home Veterans”. Provided logistical support for events and programs such as National Night Out, Halloween Carnaval, West Hollywood Toy Drive, and #BOOM! Sober New Year's Eve.

• Continued intake and approvals for West Hollywood Park and West Hollywood Library Facility Use Request permits and processed a total of 203 permits, of which 166 were non-profit uses.

Aquatics

• In the Summer of 2019 as part of the Movies in Park Program, the Aquatic Center hosted the two “Dive-In Movies” on June 29 & August 17. Each event had an attendance of over 100 participants that featured the films “Hotel Transylvania 3” and “How to Train Your Dragon 3”. Participants were treated to healthy snacks while swimming and relaxing in state-of-the-art inflatable deck furniture. Participants were also given West Hollywood City logo swag.

• The Aquatic Center offered two exciting weeks of Splash Camp in the summer of 2019. The program is designed for youth between the ages of 6-12 to get them in the pool for water games, team challenges, and swim instruction. The program had 95 participants and was a great success!

• The Aquatic Center has continued its program excellence with the “Just Add Water Fitness Club: Water Fitness Program. The program features water-based training that drastically increases endurance, metabolism, mobility, and strength. Normally associated with professional swimming workouts, participants now experience these benefits with our series of water aerobics courses! By using an array of equipment and eclectic playlists, our proficient instructors spice up your exercise regimen with enthusiasm and motivation. The program runs 5 days a week and has 143 registered memberships. The program had an attendance of 2,321 from July 2019-December 2019.
ATTACHMENT C

- The Aquatic Center’s “Starfish Swimming” program has continued to expand and provide the vital service of water safety to the West Hollywood Community. Starfish Swimming is a nationally recognized swim instruction curriculum developed by the Starfish Aquatics Institute (SAI). The curriculum is designed for students between the ages of 6 months to adult. Benchmarks are established at each stage in the program that combines both swimming and safety skills. Students participate in experiential learning activities that allow them to explore the water in a creative and comfortable environment. Correct swimming techniques are taught from the very beginning, providing an easy transition into swim team. The program has been very successful, and the staff has received remarkable feedback from its participants. The program had 2,307 activity registrations from July-December 2019.

Facilities & Field Services

- Following an extensive process in conjunction with the Public Facilities Commission, the Urban Forest Management Plan was adopted in September 2019.

- The modernization of the City Hall Public Elevator, which entails the refurbishment of the cab and the updating of the mechanical elements, is underway and completion is scheduled for middle of February 2020.

- Plummer Park South Parking Lot resurfacing project is in the final stages of design and is scheduled to be completed by the end of the FY2020.

- The Hart Park outreach strategy was presented to the Public Facilities Commission Hart Park Ad Hoc Committee on January 9, 2020 to seek support in the implementation.

- Completed the development of the Green City Awards program for implementation in January with the awards being presented in May 2020.

- Audiovisual Upgrades City Council Chambers bidding process has completed, and work is scheduled to begin in March 2020 and conclude in Q3 2020.

- Completed the painting of the interior of the 5-Story Parking Structure.

- Completed design phase the security upgrades to the Plummer Park Community Center and completed the installation of the citywide employee duress button system.

- Replaced the entry way screen and rear stairwell screen at City Hall.

- Completed the relocation of Human Resources to the 3rd floor and Social Services to the 1st floor of City Hall.

- Installed interim upgrades to Plummer Park Tennis Court Restroom to mitigate vandalism and misuse.

- Trimmed 3,247 trees as part of the annual pruning schedule.
ATTACHMENT C

- Removed 32,890 SF of Graffiti year to date.
- Re-landscaped selected areas of Plummer Park and West Hollywood Park to enhance safety.
- Completed annual safety inspections at City facilities.
- Enhanced the communications components of the City's automated irrigation control system.
- Removed and replaced 4,016 SF of asphalt as part of the Division's Street Maintenance Work Plan.
- Supported Ciclavia, Halloween and several small-scale special events.
- Purchased 10 brand new Big Belly Solar Trash Compactor Units and scheduled installation.
- Assisted the Parking Division with installation of 43 updated restricted parking signs (including installing some new posts) on Formosa, Lexington, and Detroit.
- Completed the mast arm sign inspections and ordered replacement signs and scheduled installation.
- Installed approximately 4,200 lbs of cold patch as part of the Division's Pothole Maintenance Program.
- Completed 938 service requests received through the City's online system from July to December 2019.
PLANNING & DEVELOPMENT SERVICES DEPARTMENT

The Planning and 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.

Primary Strategic Goal: Maintain the City's unique urban balance with emphasis on residential neighborhood livability - recognize diverse and competing interests, and work to find balance.

Accomplishments (July 2019 – December 2019)

Administration

- Planning collaborated with the Business Development Division to implement a user-friendly zoning and permitting online platform, OpenCounter, to assist business owners with navigating the complex process of opening or expanding a business within the City.

Metro

- Planning has completed Phase I, an analysis of the City-led Project Funding and Delivery Study, in coordination with the Community and Legislative Affairs Division identifying and evaluating key potential funding sources the City could leverage to accelerate the extension of Metro Rail Service to West Hollywood. Results were transmitted to Metro in October 2019.

- Monitored state and federal legislative and administrative developments relating to new transit funding opportunities and worked closely with Metro management on the drafting of language for inclusion in Metro’s adopted 2020 state and federal legislative program focusing on changes to the state’s "Enhanced Infrastructure Financing District" (EIFD) statue that could facilitate the effective implementation of an EIFD to accelerate the Crenshaw/LAX Line Northern Extension project.

- Organized and attended briefing meetings with the Council Metro Subcommittee and key regional elected officials and their staff focusing on the results of the City’s Funding and Delivery Study and key next steps for the project (Fall 2019).

- Submitted a request to the Westside Cities Council of Governments (WSCCOG) to allocate the majority of the $160 million in West Side Measure M Subregional Equity Program funding to the Northern Extension of the Crenshaw/LAX Line project and briefed the staff of each WSCCOG voting member on the City’s request and the results of the Funding and Project Delivery Study.
ATTACHMENT C

- Participated in Metro’s monthly agency coordination meetings and provided feedback to Metro on interim deliverables of their ongoing Alternatives Screening Study, draft outreach materials, and draft EIR scope and communications protocol.
- Participated in and promoted Metro’s eight community meetings (March-October 2019) and participated in additional Metro outreach meetings to key neighborhoods along the corridor including the Mid-City West and Greater Wilshire Neighborhood Councils (April 2019) and Carthay Circle Neighborhood Association meeting in (December 2019).
- Organized pop-up outreach booths at LA Pride (June 2019), Ciclavia “Meet the Hollywoods” (August 2019), and Crenshaw Our Pride (June 2019);
- Organized a float in the LA Pride Parade (June 2019);
- Presented project updates and collected feedback from all 15 City Advisory Boards and Commissions and the West Hollywood Chamber of Commerce Government Affairs Committee (July-October 2019);
- Organized four guided tours of existing transit facilities for City Board members, commissioners, and key stakeholders (August-September 2019);
- Began work on the Council-requested Metro Community Survey with the Community and Legislative Affairs Division.
- Supported the Council Metro Subcommittee at the Los Angeles Area Chamber of Commerce Access DC Regional Advocacy trip to Washington DC and briefed key federal legislators and staff as well as federal transportation officials on the Northern Extension of the Metro Crenshaw/LAX Line and the City’s efforts to accelerate the project.
- Coordinated initial data collection and began representing the City in the ongoing inter-agency staff taskforce established for the Westside Cities Council of Governments (WSCCOG) Mobility Study and Multi-Year Measure M Subregional Program (December 2019).

Current & Historic Preservation Planning

- Processed 546 permits for new residential and commercial construction, tenant remodels, sign permits, requests for alcohol service, and other planning requests. This is on track for an increase of 7.4% over FY19.
- Served 1,862 walk-in customers and 71 appointment customers at the Planning Counter representing a projected increase of approximately 40% over FY19.
- Processed four new Cultural Resource Designations.
- Managed large development projects such as French Market, The Bond, 8555 Santa Monica, and 8850 Sunset Boulevard through the environmental review and entitlement process.
Building & Safety

- Extended service hours to provide permit, inspection and plan check during City Hall business hours.

- Continued modernization of services to the community. In October, the Division received its first electronic plan check and received a second in December. The Division continues to work with developers on submitting project reviews electronically. Continued improvements of E-TRAKiT online permit module to issue simple permits online, schedule inspections and view permit information online.

- Continued implementation of a comprehensive Seismic Retrofit Ordinance for three existing building types: Wood Soft Story Buildings; Non-Ductile Concrete Buildings; Pre-Northridge Steel Moment Frame Buildings. The Division completed screening report applications and strengthening design guidelines for all building types and have posted them online. In September, the Division hosted its first seismic retrofit resource fair for the community. Activity on retrofit submittals for FY20 are as follows:
  - Screening Report reviews – 94
  - Plan Check reviews – 46
  - Retrofit Permits issued – 7
  - Completed retrofits – 1
  - Certificated of Compliance issued – 9
  - Letters of Exemption issued - 12

- In November, completed the RFI phase for the subapplication submitted to the California Office of Emergency Services to aid with retrofit costs to property owners of buildings identified in the seismic strengthening survey building list. The subapplication was forwarded to FEMA for a final decision on grant selections.

- Conducted technical reviews for over 14 large residential projects with 157 new dwelling units, and several large commercial and mixed used projects, provided inspection services for projects under construction, and issued 12 Certificates of Occupancy.

- Issued over 1,485 total permits with a project value of approximately $73 million, performed 895 plan reviews (an increase of 29% over prior year), and performed 5,859 inspections.

- Provided customer service to approximately 4,085 people at the Building and Safety Counter (increase of 20% over prior year), and assisted approximately 1,236 people at the counter for Plan check related services (increase of 12% over prior year).
ATTACHMENT C

Long Range Planning

- Land Use Advocacy: Led land use advocacy efforts at the regional and state level. Policy briefs were developed on behalf of the City on major land use issues such as, SB 50, RHNA, and state housing policy.
- Parklet Pilot Program: Led the installation of 3 pilot parklets associated with Bikes & Hikes, Miss Melbourne Cafe, and Fiesta Cantina.
- Sunset Boulevard Arts & Advertising Program: Successfully adopted a new policy for large-scale advertising signage on Sunset Boulevard. The program will include a dedicated digital public art program and public benefits program aimed at public realm improvements. Initial implementation of the program yielded 43 applications for new signage.
- Ciclavia: Meet the Hollywoods: Led the planning efforts for the City’s first ever Ciclavia on August 18. The event opened 6.5 miles of roadways to residents and visitors who explored the car-free streets by biking, walking, etc. and brought an estimate of 100,000 people to the City.
- Bikeshare Transition: In collaboration with Parking Services, staff continues to develop a cohesive policy and operational standard for Dockless Bike Share in the city. WeHo Pedals was successfully decommissioned at the direction of the City Council. LRP staff continue to work with the adjacent cities and regional partners to improve the enforcement of the scooter ban.
- Zone Text Amendments: The City of West Hollywood adopted 16 new Zone Text Amendments as led by staff in the division.
- Citywide Traffic and Mobility Study: Staff has completed Phase 1 of the Citywide Traffic and Mobility Study (CTMS), and begun work on Phase 2 of the CTMS which consist of the adoption a Mobility Monitoring Plan and the identification of a list of programs and projects to be included in the development and update of the City’s Traffic Impact Fee program.
- Trip Generation Survey: The City conducted a series of trip generation surveys to identify trip making patterns and characteristics of several common land uses in the City of West Hollywood. The survey results will be applied in future traffic impact analysis and for the CEQA update to traffic impact studies as part of SB 743 transition.
- Willoughby, Vista, Gardner Greenways Outreach: Staff initiated the Greenways project in 2019 and conducted its first community wide outreach effort with a bike and walk audit in the summer. The walk/bike audit saw residents and stakeholders from both City of West Hollywood and Los Angeles participated in setting goals for the project and provided input and identified issues and potential solutions as it impacts walking and biking in the study area.
- Updated the City’s landmark green building ordinance to align and exceed the State Code.
ATTACHMENT C

- Adopted the State’s Model Water-Efficient Landscaping Ordinance (MWELO) as an update to the City’s landscaping requirements.
- Held water-wise landscaping workshop for the community with City of Beverly Hills and multiple education and awareness events for the community related to energy efficiency.
- Benchmarked City’s municipal building energy use and filed with State Energy Commission.
- Completed successful community enrollment into the Clean Power Alliance.
- Updated EV charging readiness ordinance to align with State codes.
- Developed free EV charging technical assistance program for tenants, condo owners, and property owners in existing buildings.
- Developed a one-stop-shop EV charging resources page on the City’s website.
- Kicked off Climate Action & Adaptation Planning process.
- Expanded West Hollywood’s involvement and presence among various national, state, regional, and local climate change initiatives and sustainability organizations.
- Designed a year-long calendar for Sustainable Sundays, focusing on different sectors of the environment each month.
- Earned the following awards:
  - 3-STAR Certification for West Hollywood being a sustainable, resilient, and livable city.
  - Gold Level Energy Leader Award for advancements in municipal energy efficiency.
  - Green Leader Certificate for being a 100% Green Power City as part of the Clean Power Alliance a ZEVe Award recognizing City staff who have gone above and beyond to streamline the electric vehicle charging station permit process in their communities.
PUBLIC WORKS DEPARTMENT

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 buildings and infrastructure; improve the transportation system by working to improve vehicular, pedestrian, and bicycle traffic; develop parking opportunities near all business districts; and balance the economic vitality of the City while maintaining the quality of life for our residents.

Primary Strategic Goal: Improve and enhance the City’s infrastructure and manage the needs of our residents and business community.

Ongoing Strategic Program: Continue to upgrade the City’s public right of way and create more efficient ways to deliver service to our commercial and residential constituents.

Accomplishments (July 2019 – December 2019)

Code Compliance

- Conducted and analyzed the Code Compliance Division’s work strategy by completing a Strengths, Weakness, Threats, and Opportunities exercise to assess the overall efficiency and effectiveness of the Division.

- Amended the municipal code to develop and implement a new parkway ordinance to address potential hazards in the City’s parkways; the highway permit ordinance to define the City’s encroachment permit process; a human trafficking ordinance; a street vendor permit program to be compliant with Senate Bill No. 946; and a Community Cat (Feral Cats) spay/neuter program.

- Amended the municipal code to create a new Neighborhood Preservation article that houses three new chapters titled public nuisances (property maintenance), vacant properties (standards and registration program), and construction management.

- Provided an update to City Council on the topic of smoke-free housing as a result of City Council directive.

- Hosted a multi-agency human trafficking training for law and code enforcement professionals presented by the Federal Bureau of Investigation and the California Association of Code Enforcement Officers.

- Hosted two Responsible Beverage Service trainings for the City’s commercial establishments that serve alcohol.

- Hosted one low-cost pet vaccination clinic for the City's pet guardians.

- Facilitated six public hearings before the Business License Commission regarding 15 different cannabis business licenses.
Initiated and accepted a proclamation from City Council establishing “Code Enforcement Officer Appreciation Week” for the second week of October on an annual basis.

Parking Services

- Installed 1300 new smart on-street parking meter mechanisms that accept Apple Pay and Google Wallet, increasing payment options for motorists. New mechanisms will also collect space utilization data that was previously gathered manually.
- Implemented nighttime residential parking restrictions on 8400 block of Rosewood.
- Implemented daytime residential parking restrictions on Lexington, Ave, Detroit St., and Formosa Ave.
- Executed new contract agreement for parking study services.
- Released RFP for Parking Enforcement. New contract will allow for new vehicles, bicycles, and the expansion and replacement of License Plate Recognition (LPR) equipment. Staffing changes will also be recommended to better reflect the current environment of parking in West Hollywood. New contract to begin July 1, 2020.
- Phased out WeHo Pedals program, including the removal and sale of associated equipment.
- Synchronized parking lot pay-station data with Parking Enforcement citation-issuing handheld equipment to streamline enforcement efforts and improve operational efficiencies.
- Parking Enforcement initiated an anti-gridlock program to improve traffic flow during peak morning and evening hours. Parking Enforcement focuses on locations where problems have been observed. The program runs approximately once per week and has enforced four intersections.

Engineering

- Completed the Exclusive Pedestrian Phase traffic signal modification on Santa Monica Boulevard at Robertson Boulevard and received an Award for it from the American Public Works Association for Best Project in the Transportation Category for 2019.
- Completed the installation of decorative lanterns on Santa Monica Boulevard between Hancock Avenue and Robertson Boulevard. The lights were turned on to their full illumination on December 24, 2019.
• Started construction of 8 new EV charging stations at curb-side locations. Four of them are on Santa Monica Boulevard near The Lot and four on San Vicente Boulevard at Rosewood Avenue.

• Managed the Street Light Repair maintenance contract and repairs now take less than a week compared to taking several months when the City did not own the poles.

• Completed a major Sewer Lining & Point Repair project in the Design District including a long reach of pipe on Robertson Blvd, which was completed at night to mitigate traffic and noise impacts to businesses in the area.

• Brought the design of three large-scale Streetscape Projects on Melrose Avenue, Beverly Boulevard, and Robertson Blvd south of Melrose Ave to the 90% design phase. Melrose Ave Streetscape will be the first one advertised in Spring 2020.

• Negotiated and successfully completed the purchase of $3.2 Million of Rule 20A credits from the City of El Monte for 0.60 cents on the dollar. These funds will be used for the upcoming undergrounding projects on Beverly and Robertson.

• Started the Design of a new Cul-de-Sac on Havenhurst Ave to mitigate the impacts from a new nearby large-scale development on Sunset Blvd at Havenhurst in the City of Los Angeles.

• Successfully held a free Document Shredding and E-Waste Recycling event in July in close coordination with Cedars-Sinai Hospital.

• Completed the review of 60 applications for Wireless Cell Facilities (WCF) from Telecommunication companies and the first installations of 5G connectivity will be deployed in January 2020 following a meeting with residents.

• Installed 27 speed lumps and five Traffic Circles in residential neighborhoods to calm traffic.

• Pedestrian enhancements were installed at two locations: Gardner / Lexington and mid-block on Fuller Ave north of Santa Monica Boulevard using traffic circles, additional signs and striping to enhance pedestrian safety.
COMMUNICATIONS DEPARTMENT

The Communications Department oversees the City of West Hollywood’s communications strategy to help people learn about and connect to what they would like to know about the City of West Hollywood and its services. Communications directs all branding, digital media, marketing, and media relations for City issues, programs, policies, special events, and services.

Primary Strategic Goal: Establish greater public awareness and boost public participation in the City. Identify and use communications channels that foster awareness, increase understanding and build support for City goals, projects and initiatives while reflecting community concerns and supporting community values.

Ongoing Strategic Program: Community Education - Encourage civic engagement.

Accomplishments (July 2019 – December 2019)

Administration

- Launched inter-Departmental and inter-Divisional workflow improvements using Monday.com. New organization-wide processes include graphic design and materials approvals that will expand into functions such as photographer requests, news release requests, and more.
- Began an organization-wide rollout of Canva Enterprise, which provides staff members at the City with the ability to create high-quality in-house graphic design work and functions as a seamless component of the Communications Department’s updated graphic design approval process.
- Developed new calendar content merge tools to more effectively capture web-based calendar submissions and transfer Department- and Division-generated content to templates for the City’s monthly printed calendar.

Public Information and Marketing

- Issued 93 news releases and conducted extensive media relations efforts regarding a wide variety of topics relating to City Council actions, policy priorities, events, and work plans across Departments and Divisions. Issued monthly news briefs and monthly printed calendar to media and community members and continued in securing media placements and cultivating influencers from a wide variety of sources – both traditional media and new media bloggers.
ATTACHMENT C

as: ABC, CBS, and NBC (local and national); and radio stations, such as: KPCC 89.3FM, KCRW 89.9FM, KFI 640AM, KFWB 980AM, and KNX 1070AM.

- Managed media relations and public awareness efforts for West Hollywood’s inaugural participation in Ciclavia, which highlighted the City’s unique businesses, architecture, and LGBTQ and Russian communities, and more. Managed an event kick-off news conference, which included members of the West Hollywood City Council, local elected and organizational leaders, and Ciclavia partners.

- Developed ‘Drive Mindfully’ materials to encourage community members to drive safely. Lawn signs were unveiled at National Night Out events across the City and placed in strategic media locations around the City and distributed at City Hall and at Council Chambers.

- Broadened awareness about social responsibility with an ‘Imbibe Intelligently’ campaign (alcohol safety and awareness) and ‘We’d Like You to Know’ (cannabis information) brochures, including integrated social media and accompanying postcard campaign, and the development and promotion of an end-of-year Don’t Drink and Drive PSA.

- Worked with the Social Services Division and local service providers APLA Health and the Los Angeles LGBT Center to support awareness regarding the distribution of fentanyl test strips in the West Hollywood community.

- Supported the City’s efforts to engage community members in participation in the City’s Vision 2050 process and surveys.

- Coordinated with the City Clerk’s Office and LA County to encourage West Hollywood community members to be the first to see and interact with Los Angeles County’s new voting system in demonstrations at Plummer Park.

- Provided continuing comprehensive media and messaging regarding the City’s cannabis Ordinance in response to the launch of the nation’s first cannabis café.

- Supported media relations and two-day long broadcast of ‘The Mueller Report: A Live Reading’ in which community members were invited to read, to join the audience, or to tune-in.

- Continued a successful shift in approach to supporting the Halloween Carnaval to prioritize public safety needs and ensure seamless communications. The Director of Communications and Communications Manager worked shifts embedded in the Command Center at Plummer Park. Produced comprehensive cloud-based digital media kits for reporters covering Halloween to amplify safety messaging.

- Continued work with the Public Safety Department to further develop the capacity of the City to communicate effectively during activation of the City’s EOC.

- Supported the Innovation Division with ‘Smart City’ projects, such as the installation of the new Smart Nodes poles; the story was pitched and subsequently covered by Government Technology Magazine.
ATTACHMENT C

- Deepened processes for consistent review and corrections of recently published articles to ensure that incorrect information about the City is challenged with corrections requests and, to the best of the City’s ability, fixed.

- Maintained and implemented bench contracts of graphic designers, photographers, videographers, and copywriters to ensure a high standard of transparency and professionalism with projects and managed day-to-day photography needs for all programs.

- Developed an editorial plan and framework for the anticipated 2020 launch of an online site, wehonews dot com.

Digital Media

- Provided strategic guidance and support for the award-winning weho.org website, including the continuation of a decentralized website calendar that now includes 36 trained calendar liaisons and 98 total CMS Users. The site receives 2M+ page views per year.

- Distributed 57 unique WeHoTV NewsBytes and six WeHoTV News episodes across the City’s major social media platforms (YouTube, Facebook, Twitter, and Instagram) and SmartTV apps. Total streaming views surpassed 922,000, an increase of 44% over the previous fiscal year period.

- Expanded the creation and deployment of compelling content on the City’s social media platforms by integrating more video, animated graphics, and photo content, which helped to increase both followers and reach on major social media platforms.
  - Twitter: Increase of 1,276 followers during this period with a total reach of over 1.9 million from 928 tweets.
  - Facebook: Increase of 1,415 followers during this period with a reach of over 380k and 156k video views from 201 posts.
  - Instagram: Increase of 1,018 followers during this period with a reach of over 163k from 123 posts.

- Leveraged Instagram’s algorithm bias by launching two IGTV channels that feature both the long-form WeHoTV News our WeHoTV NewsByte segments. In addition, IGTV video content is automatically crossposted to Facebook’s Watch platform which adds increased viewership.

- Began building an EOC Digital Toolkit which will provide comprehensive written and video instructions for emergency operations of the website, social media asset credentials, categorized graphic elements, pre-scripted placeholder content, and a best practices guide to aid inter and intra-agency staff during periods of prolonged EOC operations.
ATTACHMENT C

- Continued to support the Department of Public Works with back-end oversight of the City’s Official App, which obtained 272 new downloads during this period for a total of 6,915 to date.
- Collaborated with the Planning and Development Services Department to develop a Sustainable Sundays social media campaign to encourage more sustainable, day-to-day practices.
- Transitioned the Communications Department’s social media content schedule to Monday.com for increased collaboration and planning. Monday.com gives an overview of current stories, upcoming stories, and past stories in an easy-to-use, web-based platform.

WeHoTV

- Expanded Roku, AppleTV, FireTV and AndroidTV streaming media content, which provides access to the City’s official meetings; WeHoTV News and NewsBytes for users of these SmartTV apps added up to more than 38,000 minutes viewed.
- The Granicus HD service received more than 135,000 pageviews from 11,400 unique visitors. City Council meetings are the most watched, with more than 88,000 views.
- Produced, edited, and broadcast six long-form WeHoTV News episodes for broadcast and digital distribution. Long-form episodes include 57 NewsBytes, which involve extensive writing, background research, segment storyboarding, correspondent work, and location shots. Production involves archival footage, b-roll, and sharp editing.
- Provided live cable television coverage to 41 City meetings, including City Council, Commissions, and Advisory Boards; provided live coverage of a two-day informational event (Reading of the Mueller Report); provided 116 hours of Closed Captioned programming.
- Filmed and completed three non-series/non-live WeHoTV productions including two training videos for the City’s Human Resources Division, video documentation for Economic Development Department, an AIDSWatch presentation for World AIDS Day, and a National Night Out package.
- Maintained the WeHoTV YouTube channel, which received 534,600 views, and more than 14,000 hours watched. The most-watched video was a WeHoTV NewsByte featuring Lumos the Unicorn at the Pride Celebration (140,000 views).
- Through the West Hollywood Public Access Program, provided 1,144 hours of original broadcasts on West Hollywood Public Access channel 36. West Hollywood Public Access also provided the community with 22 educational workshops, 147 hours of live multi-camera studio production, and more than 500 hours of professional editing equipment usage.
Notable Recognitions

- Four awards from 3CMA (City-County Communications and Marketing Association) in September 2019 recognizing excellence in communications: 1) Savvy Award for Overall Website for weho.org; 2) Top Award for Graphic Design Marketing Tools for One City One Pride LGBTQ Arts Festival marketing materials; 3) Award of Excellence for the City’s promotional video *I Sing the Body West Hollywood*; and 4) Award of Excellence for the City’s video public service announcement *Recreational Reefer Madness*.

- Two awards from PRSA-LA (Public Relations Society of America, Los Angeles Chapter) recognizing excellence in communications: 1) PRism Award for Government Marketing for the City’s Cityline branding initiative: *New Transit Brand with Public Art*; and 2) PRism Award for Owned Media, Public Service Announcements for the City’s video public service announcement *Recreational Reefer Madness*. 
ATTACHMENT C

ECONOMIC DEVELOPMENT DEPARTMENT

The functions of the Economic Development Department include Arts, Business Development, Innovation, and Event & Film Services. Our mission is to craft the artistic and pioneering environment that will create a thriving life for West Hollywood residents, visitors, and entrepreneurs.

Accomplishments (July 2019 – December 2019)

Administration

- Assembled internal Sunset Strip Experience Working Group to coordinate all efforts currently underway on the Sunset Strip and to develop holistic strategies moving forward.
- Coordinated advertising with Visit West Hollywood of West Hollywood hotels offering discounts for fire victims and those adversely affected in the Greater LA area.
- Implemented the annual Holiday Lighting Program on Santa Monica Blvd.
- Coordinated submission of the West Hollywood Tourism Improvement District 2020 Annual Report with the West Hollywood Marketing Corporation (d.b.a. West Hollywood Travel & Tourism Board) for approval by City Council.

Arts

- Presented and supported more than 40 arts events serving a total audience of more than 3,000 people.
- Created, supported, or debuted more than 40 never-before seen artworks.
- Worked with more than 150 artists as presenters.
- Awarded 48 grants to individual artists and arts organizations totaling $234,000.
- Initiated partnership with CCI (Center for Cultural Innovation) to offer the 2020 City of West Hollywood Artist Bootcamp in 2020 – a free program or six sessions providing professional and business development training for local artists.
- Presented a webinar for the national Americans for the Arts organization on the City’s support for LGBTQ artists.
- Contributed the narrative for a successful top award from 3CMA in the Graphic Design and Other Marketing Tools category for the City’s One City One Pride LGBTQ Arts Festival Design Competition.
- Initiated a feasibility study for a potential new arts festival for the City of West Hollywood.
• Continued implementation, assessment and cataloging of materials for a City of West Hollywood Archive.

• Began installation foundation for the Rocky and Bullwinkle statue to be sited on the Sunset Strip.

Business Development

• Launched ‘Open My Business’ Online Portal, a user-friendly online tool powered by OpenCounter, developed to guide small business owners and prospective entrepreneurs through the process of site selection and to help them understand the costs and requirements of opening or expanding a business in the City.

• Coordinated City promotion of Visit West Hollywood's Eat + Drink Week 2019, a WeHo specific DineLA type of event held two weekends in October.

• Worked with the West Hollywood Chamber of Commerce to promote West Hollywood's participation in the nationwide Small Business Saturday campaign on November 30th.

Innovation

• Launched 6 new Smart City projects, including the WeHo Data Academy; the WeHo Data Working Group; the Smart City Infrastructure Working Group; the WeHo Smart City Smart Street Light Pilot with ENE.HUB; launching a digital engagement pilot project; and contracting 15 new vendors to expand the on-call “XTeam” of innovation and technology consultants to assist City Hall staff implement civic innovation and urban technology projects.

• Administered two Innovation Fund Grants. The first grant was awarded to the Communications Department for the purchase of Canva, a software that provides customizable design approval workflows, custom branded templates and administrative controls, to empower staff to create better designs, while staying on brand and consistent with City design guidelines. The second grant was awarded to the Finance Administration Division for CityGrows, a web-based workflow automation platform to create and implement a test of a digital contract workflow in order identify problem areas in and to generate user feedback on the potential workflow.

• Working cross-departmentally to implement the new digital bus shelter and bus stop program. The Division has worked with the Information Technology and Public Works Departments to test the new prototype bus shelter and integrate City Wi-Fi devices, greatly improving the City’s free Wi-Fi coverage. Collaboration with the Department of Public works resulted in finding solutions to complex electrical connection issues. The street furniture orders have been placed and will be installed throughout FY21.

• Staff training initiatives included rollout of the WeHo Data Academy to build staff’s capacity for understanding data, data analytics, data visualizations, and
data storytelling. The Data Academy launched in October and trained 27 staff on these issues. Demand for the Academy far exceeded space; staff are planning a second round of training in Spring 2020.

- Provided innovation, strategy, and operations consulting assistance for 8 projects in other departments and divisions including consulting on three projects for the Long Range Planning Division, consulting on the Intelligent Lighting project with the Department of Public Works, participating in the Vision 2050 Internal Working Group with the City Manager’s Department, consulting on technology options for cameras in the parks with the Public Safety and Facilities and Recreation Departments, and working with Communications and Finance to implement their Innovation Fund Grants.

- Conducted two innovation/smart city community engagement events, including a webinar on the future of Smart Cities for the Connected Communities Collaborative and a webinar on Smart City Privacy Guidelines for the City of Long Beach’s Technology and Innovation Commission.

- The Innovation Division is a finalist for Apolitical’s Global Public Service Team of the Year, in the “Doing More With Less” category. Apolitical is a global digital platform for public servants, providing free resources such as courses, forums, and articles.

Event & Film Services

- Developed Requests for Proposals (RFPs) for the Halloween Carnaval Production Services contract and a Traffic Management Services contract for major events.

- Coordinated meetings with Public Safety and Emergency Operations Bureau for large scale event barricading and support.

- Led analysis of the existing Co-Sponsorship event process and developed recommendations for enhanced centralized processes to optimize workflow across multiple City divisions.

- Worked with external event producers to bring seven Co-Sponsored events to the City Council for approval and hosted nine individual Co-Sponsored event days across various locations in the City.

- Facilitated logistics coordination between event producers, multiple City departments, external agencies and neighboring municipalities for the larger-scale events such as: Netflix’s “Stranger Things” activation and experience, “Meet the Hollywoods” Ciclavia event support, the annual HBO Emmy Party, the inaugural Gelato Festival and the annual Halloween Carnaval.

- Continued logistics, planning support and coordination of Christopher Street West’s 2020 L.A. Pride in West Hollywood event weekend

- Reviewed, coordinated and issued 207 special event permits for 354 event days at city businesses.
• Reviewed, coordinated and issued 152 Film Permits for 358 filming days during this period.

• Provided production support and guidance for daily film production in the City with various internal departments, external offices, location managers, producers and film industry professionals. Film days include feature films, music videos, episodic and reality-based projects, as well as documentaries, student films and still photo projects. Notable projects for this period included: NBC's “America's Got Talent,” HBO's “Westworld” and “Insecure,” Netflix's “Selling Sunset,” Bravo's “Real Housewives of Beverly Hills” and “Vanderpump Rules,” commercials for Buick and Pinterest and still/print campaigns for “Gucci.” Music videos included: Ozzy Osbourne's “Under the Graveyard.”

• Continued to promote West Hollywood as a film friendly jurisdiction to both domestic and international film communities via direct engagement at local events including the California On Location Awards (COLAs), via Film Liaisons in California Statewide, as well as exposure in industry-related publications.

• Began research and development of revisions to the submission timelines in the zone text for Special Event Permits and Film Permits to align with the updated submission timeline requirements of the LA County Department of Public Health and the Los Angeles County Sheriff's Department.

• Participated in Business outreach meeting with Christopher Street West Leadership.

• Collaborated with the Facilities and Recreation Divisions related to Special Events in West Hollywood Park and the new facility.

• Researched and reviewed permitting software that may provide solutions to the Special Event and Film Permitting needs for a system that can issue, maintain data, and allow payment online.