PICTURE
OUR PEOPLE

ELEMENT 2

GOVERNANCE AND LEADERSHIP

This Element addresses how the City of Culver City can increase transparency, broaden engagement and digital services with the community, center equity in local decision-making, and serve as a proactive regional leader.

INTRODUCTION

This Element of the General Plan establishes the foundational framework for how the City engages in decision-making, maintains high transparency standards, and equitably serves its residents' needs. These core components of good governance create a decision-making and regulatory environment that supports the General Plan's successful implementation. In the wake of the COVID-19 pandemic and in a rapidly digitizing society, Culver City strives to adapt quickly and proactively to change, disruptions, and emerging technologies. Beyond maintaining a flexible and agile government, Culver City will also uphold governance principles that actively promote inclusion in its organization and operations. This governance framework reflects the City's commitment to centering equity in decision-making processes and engaging with its community in more proactive and creative ways. By ensuring that City processes are participatory, accountable, efficient, and inclusive, the City will continue to strengthen its relationship with residents, workers, businesses, visitors, and other stakeholders who have a shared interest in the city's prosperous future.

What We are Trying to Achieve

- Culver City is a model community that leads the region in creatively and collaboratively addressing complex challenges such as climate change, public safety, mobility options, homelessness, and more.

- The City of Culver City maintains an exceptional level of openness, transparency, and accountability.

- Participants in City decision-making processes reflect the economic, racial, and ethnic diversity of Culver City.

- The City has a diverse team of employees who consider equity when implementing and developing policies, programs, budgets, procedures, and department operations.

- Culver City employs interactive online services, applications, social media, and databases that empower community members to actively engage with and provide feedback on City processes.

City Hall

DEFINITIONS

Capacity Building. Equity. Equity Impact Analysis.

CAPACITY BUILDING

Capacity building is an investment in the effectiveness and future sustainability of people, organizations, and institutions to meet defined goals and missions. This can refer to a range of activities, including updating facilities and organizational infrastructure, improving workplace operations, building skills through professional development and training, or obtaining funding support. The Governance Element supports affirmative capacity building along two primary fronts:

- **City staff and organizational leadership.** Build staff capacity to operationalize the City's equity goals and successfully implement the General Plan.

- **Community members.** Build capacity for underrepresented and disadvantaged residents to meaningfully participate in City decision-making processes.

EQUITY

Equity is about ensuring that people have access to the same opportunities to thrive and succeed. Examining decision-making through an equity lens recognizes that people may have different starting points and may need different types and levels of support to flourish. Thus, equity is achieved when socioeconomic and environmental factors, such as race, income, ability, education, or place, can no longer be used to predict health, economic, or other well-being outcomes. These outcomes are not decided by an individual alone, but also by characteristics of the physical and natural environment, which are influenced by policies, programs, and plans. They are also influenced by the social and economic relationships that govern the distribution of goods, services, and other amenities in society. The General Plan considers three dimensions of equity in governance that can help achieve equity:

- **Procedural.** Relating to influence in decision-making, such as municipal planning and other processes that distribute benefits and burdens of economic and social policies.

- **Distributional.** Relating to distribution of resources, benefits, and burdens.

- **Structural.** Relating to the historical, cultural, and institutional systems of power that create and maintain inequities.

EQUITY IMPACT ANALYSIS

An equity impact analysis is a structured and systematic assessment of how different population groups will likely be impacted by an institution's policy and decision-making process. Incorporating equity impact analysis into daily departmental operations ensures that the City implements policies, programs, budgetary decisions, and procedures which intentionally work to close disparities and inequities in the community. Common questions that are asked include:

- What is the desired outcome from this proposed policy, program, decision? How will success and progress be measured or evaluated?

- What community engagement or data is informing this policy, program, decision?

- What population groups or geographic areas may be most affected by this policy, program, decision? Are these groups represented at the decision-making table?

- How will the proposed policy, program, decision be perceived by different population groups?

- What positive impacts on equity and inclusion could result from this policy, program, decision? Are there further ways to maximize equitable opportunities and impacts? Are there barriers that could prevent some people from benefiting?

- Who may be harmed or burdened by this policy, program, decision, even unintentionally? Does the proposed policy, program, decision worsen or ignore existing disparities? How could this be prevented or minimized?

KEY ISSUES AND OPPORTUNITIES

Since its incorporation in 1917, Culver City has provided high-quality services and served as a leader in the region. In recent years, Culver City has shown a deep commitment to advancing diversity, equity, and inclusion in its policies, procedures, mission, and values. This section describes the City's decision-making processes and bodies. It assesses existing equity work, engagement practices, and regional partnerships. This section identifies improvements that the City can undertake to improve transparency, broaden engagement, and advance equity.

Community workshop

City Organization and Decision-Making

The following section is an overview of the City's organization and operations and is not General Plan policy. The City may alter its organization and operations without requiring a General Plan amendment. Culver City is a Charter City with a Council-Manager form of government. In this type of government, an elected City Council serves as the City's primary legislative body and appoints a professional City Manager to supervise day-to-day municipal operations.

City Council

In Culver City, a five-member elected City Council provides overall policy directions and enacts legislation to maintain and improve the quality of life in the city. Each Council member is elected at large and serves no more than two consecutive four-year terms. The City Council annually selects from among its members a Mayor, who serves as the City's official ceremonial head, and a Vice Mayor, who performs the Mayor's

duties if the Mayor is absent or incapacitated. In addition to policy-making functions, the City Council is responsible for adopting a budget every year, appointing members of the City's resident advisory Commissions, Boards, and Committees (CBCs), and appointing a City Manager, City Attorney, and Chiefs of Police and Fire.

Community Representation

The City has more than 10 CBCs that represent various community interests and topics. These advisory and/or quasi-judicial bodies help City Council make informed decisions on a range of issues, including equity and human relations, housing and homelessness, parks and recreation, and cultural affairs. See below for a list of CBCs:

- Advisory Committee on Housing and Homelessness
- Bicycle and Pedestrian Advisory Committee
- Civil Service Commission
- Cultural Affairs Commission
- Disability Advisory Committee
- Equity & Human Relations Advisory Committee
- Finance Advisory Committee
- Landlord Tenant Mediation Board
- Parks, Recreation, and Community Services Commission
- Planning Commission

General Plan Visioning Festival

Specific qualifications for membership vary among CBCs but generally include a City residency requirement and terms between two to four years. Some CBCs also have dedicated appointments reserved for specific underrepresented groups, such as seniors or high school students. Resident advisory bodies form a vital part of the City's decision-making process, allowing residents to share their local knowledge and expertise while gaining greater ownership over projects and issues. With a newly digitized application and more diverse outreach process, vacancies have been filled more quickly and from a more varied pool of applicants.

City Departments

City departments run the City's day-to-day operations and play a central role in implementing goals established by City Council and long-range policy documents, such as this General Plan. There are twelve departments within the City in addition to the City Manager's Office and the City Attorney's Office. Figure 8 shows the City's organizational chart.

The overall role of each department is described below:

- **City Manager.** The City Manager's Office is responsible for preparing the City's Operating and Capital Improvements Budgets, City Communications, personnel matters and Council agenda preparation. It also works closely with the City Council in identifying policy and program issues and addressing community concerns. The Department staff serves as liaisons to various regional organizations and coordinates multi-jurisdictional projects. The City Manager's Office also contains the Internal Audit Division, City Clerk's Office, and Economic and Cultural Development Office. The City Clerk's Office oversees the City's legislative bodies, elections, and records management. The Economic and Cultural Development Office, through its

Cultural Affairs division manages several cultural programs, including art in public places and historic preservation. The Economic Development Division enhances the city's economy by attracting investment to the community and expanding the City's tax base.

- **City Attorney.** The City Attorney's Office represents the City as a municipal entity and provides high quality, timely and cost-effective legal guidance, support, and representation for all City Officials and City Staff on matters of law pertaining to their duties and responsibilities.

- **Fire.** The Culver City Fire Department provides prompt and professional fire protection and life safety services.

- **Police.** The Culver City Police Department is responsible for providing public safety services.

- **Finance.** The Finance Department helps the City Manager prepare and administer the operating and capital improvement budgets, ensures accurate fiscal analysis on items presented to the City Council, provides an annual audited statement of the City's financial condition to the City Council, and issues business licenses, accounts payable, and payroll.

- **Housing and Human Services.** In furtherance of ensuring the well-being and quality of life of all Culver City residents, both housed and unhoused, the Housing and Human Services Department (HHS) focuses on housing, homelessness, mental health, substance abuse, and crisis intervention. The Housing and Human Services Department consists of the Housing Division, Enforcement Services, Rent Stabilization and Tenant Projections Division, and a new division focused on Human Services.

FIGURE 8 *Culver City Organizational Chart as of Fiscal Year 2022–2023*
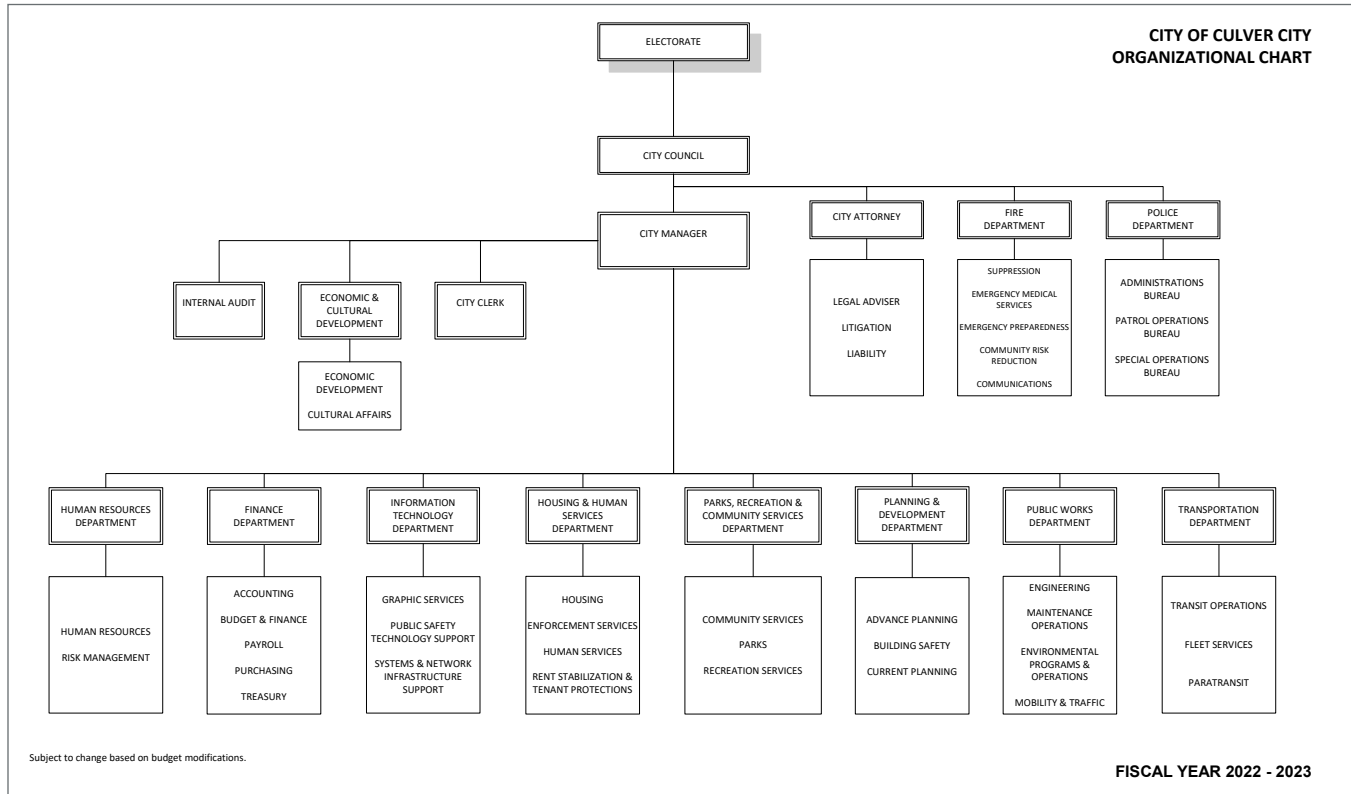
- **Human Resources.** The Human Resources Department is responsible for attracting, hiring, and retaining staff, leadership development, labor relations, and risk management.

- **Information Technology.** The Information Technology Department is responsible for providing centralized network services, telecommunications, and technology solutions support. The Department also oversees operations for the Municipal Fiber Network, which is marketed as Culver Connect.

- **Parks, Recreation, and Community Services.** The Parks, Recreation, and Community Services Department maintains and operates the City's parks and recreational facilities and runs various recreational, language immersion, senior, and social services programming for the community.

- **Planning and Development.** The Planning and Development Department is responsible for guiding, monitoring, and facilitating development within Culver City. The Department is comprised of three divisions; Advance Planning, Current Planning, and Building Safety.

- **Public Works.** Public Works is responsible for constructing, maintaining, and overseeing the City's infrastructure, and a range of public services. It is comprised of four divisions, which are Engineering, Maintenance Operations, Environmental Programs and Operations, and Mobility and Traffic Engineering.

- **Transportation.** The Transportation Department holistically manages mobility and operates the City's transit system. The Department oversees a list of projects that includes, but is not limited to, micro mobility options such as scooter share and bike share, and implementing bus/bike only lanes.

Community Engagement and Information Sharing

Culver City has a long history of promoting transparency in its decision-making processes. The City engages residents through a variety of methods, including through CBCs, openly publishing financial data, and community engagement surrounding major City decisions, including updating the General Plan. Culver City has shown a commitment to meaningfully involving its active and engaged residents in the decision-making process. Continuing and expanding upon this tradition of "open government" is essential to the City's long-term success.

To this end, access to high-quality information is foundational to transparency and civic engagement. In a data-driven society ever pressing for increased openness in government, Culver City has proactively leveraged technology to provide readily accessible information and open new opportunities for residents to actively engage with the decision-making process. As of the writing of this Plan, some of the tools the City uses to engage with the public include:

- **A mobile friendly City website** that provides a centralized hub for information and municipal services. It is available in both English and Spanish.

- **An online directory** for public meetings, agendas, and recordings to provide options for community members to participate in all public meetings.

- **Financial and investment reports** that are published online so the City can strive to meet the highest standards in financial transparency.

- **An Open Data platform** that contains publicly available datasets ranging from expenditures and payroll to licensed businesses and building safety permits. The platform is highly interactive, allowing users to download data, filter through datasets,
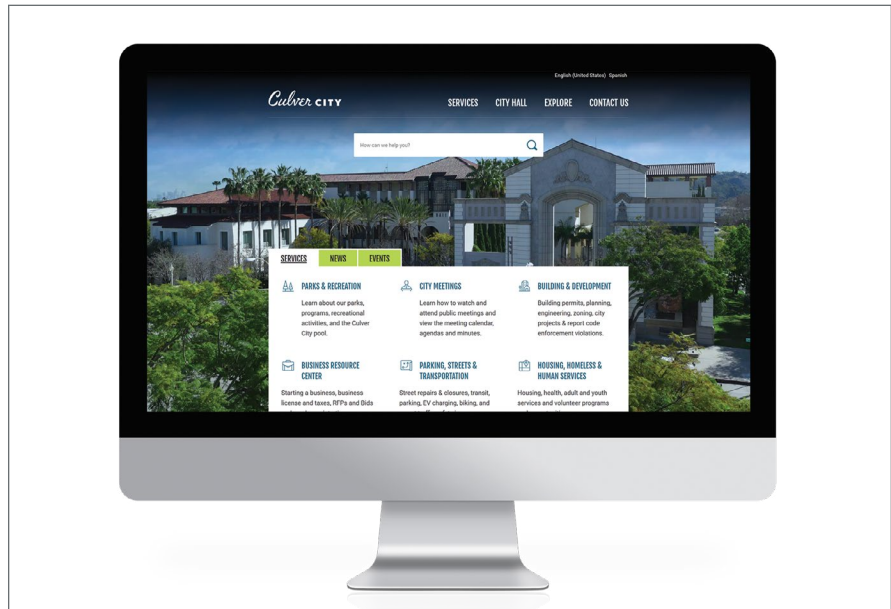
City of Culver City website

make comments, and visualize datasets through maps and charts.

- **An interactive Geographic Information Systems (GIS) portal** that allows users to identify businesses, City facilities, parks, schools, and other amenities across the city.

- **Contact Culver City**, a streamlined issue reporting and community feedback tool. This tool provides a channel for two-way interaction with residents, as well as one-stop for government services like yard sales permits, business registrations, and bulky item pickup. It is categorized by common topic areas for easy navigation.

- **An online portal** to allow members of the public to make requests for and receive City Records .

- **A web-based email subscription management system** that delivers email bulletin messages and allows a member of the public to self-subscribe to news, events, and information**.**

- **Various social media platforms**, including Facebook, Twitter, Instagram, Nextdoor, YouTube, and LinkedIn.

- **An interactive "My Neighborhood" map** where community members can learn about events, public art, and City projects happening around where they live.

- **A volunteer directory** that allows people to easily search and sign up for service opportunities in their community.

- **A City cable channel** that broadcasts government meetings, public service announcements, and other programming 24 hours each day, seven days each week. Live and recorded meetings can also be viewed from any Internet accessible device.

- **A fraud waste and abuse hotline** that residents, City employees, contractors, and other interested parties can anonymously report fraud, waste and abuse affecting City resources. They can submit this report by phone, email, fax or online.

City Hall

The COVID-19 pandemic made it difficult, and at times even impossible, for governments to offer in-person services. Ultimately, this has highlighted the critical need for cities to expand the scope of online services and engagement opportunities that they provide today and into the future. As more services move online, it is important to ensure digital access to everyone, regardless of wealth, ability, or race. Though online applications and engagement tools have significantly broadened access to City information and services, physical barriers (i.e., lack of access to computers or broadband, disabilities) and digital literacy barriers (i.e., aging web users) pose significant implications for equitable engagement as Culver City continues to digitize its engagement and services. In 2021, about 18 percent of households in Culver City do not have broadband subscriptions, while 5 percent of households in Culver City lack Internet access entirely;[25] Culver City's population also skews older, with almost a third of residents over the age of 55.[26]

The General Plan addresses digital accessibility barriers through policies that close the digital divide, support hybrid modes of engagement, and improves online engagement tools. Supporting equitable access to digital infrastructure and strengthening the accessibility of online services ensures that all residents can meaningfully participate in local decision-making.

Equity Efforts

Culver City is committed to affirming civil and human rights and fostering an inclusive, welcoming environment for all residents, regardless of immigration status, race and ethnicity, age, wealth, or ability. To this end, City Council actively supports and elevates citywide equity initiatives. In addition to funding implicit bias training for City staff and creating an Equity and Human Relations Advisory Committee that engages residents in the City's equity work, the Council's Ad Hoc Equity Subcommittee hosted a series of community teach-ins and conversations around individual, institutional, and structural racism.

In 2021, the City adopted a Resolution Acknowledging Culver City's racial history that sets actionable steps to integrate racial equity into the City's organization and operations. Part of this effort involves creating a Racial Equity Action Plan (REAP) that will promote diversity and inclusion with City staff and embed a racial equity lens into routine decision-making. All of these initiatives have laid an important foundation for the City's ongoing equity work and present a clear opportunity for the City to strengthen its leadership in advancing racial equity through the General Plan.

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25. U.S. Census Bureau. Table B28002: "Presence and Types of Internet Subscriptions in Household." 2017-2021 American Community Survey 5-Year Estimates.

26. U.S. Census Bureau. Table S0101: "Age and Sex." 2017-2021 American Community Survey 5-Year Estimates.

Regional Partnerships

Local governments are affected by regional and State affairs. Close regional partnerships allow local governments to better address complex issues with collective implications, such as climate change, economic development, housing, and public safety. To this end, an important part of the City's decision making process involves forming strong partnerships and relationships with outside agencies and organizations. Culver City actively participates in and maintains partnerships with several regional associations, where City Council members have routinely held leadership positions. These include:

- **Westside Cities Council of Governments (WSCCOG).** An association of local Westside governments that engages in regional policy advocacy around transportation, homelessness, and sustainability. Its members include Beverly Hills, Culver City, Santa Monica, West Hollywood, and certain districts in the City of Los Angeles and the County of Los Angeles.

- **Southern California Association of Governments (SCAG).** An association of local governments and agencies across Imperial, Los Angeles, Orange, Riverside, San Bernardino, and Ventura County that develops long-range regional transportation plans, regional housing needs allocations, and a portion of the South Coast Air Quality management plans.

- **Los Angeles County Metropolitan Transportation Authority (LA Metro).** The regional transportation planning agency in Los Angeles County. LA Metro operates seven bus routes in Culver City and connects riders to neighboring areas such as the City of Los Angeles, Santa Monica, Venice, Century City, Hollywood, Los Feliz, Glendale, Eagle Rock, and Pasadena.

- **Clean Power Alliance (CPA).** The locally operated electricity provider for 32 communities across Los Angeles and Ventura County. Culver City is currently opted into CPA's 100 percent Green Power program, meaning the city's residents and businesses use 100 percent certified renewable, carbon-free energy by default.

- **California Independent Cities Association.** A nonprofit focused on legislative advocacy around public safety, infrastructure, and economic development for member cities in the Southern California area.

- **Educational Institutions.** While the City does not manage schools or educational institutions, City Council regularly coordinates with Culver City Unified School District (CCUSD) and West Los Angeles College (WLAC) to discuss topics of mutual interest. City Council members sit on liaison committees with each educational institution.

The General Plan provides the opportunity to strengthen these regional partnerships and forge new partnerships that improve the quality of life for both the local and regional community. Given its close involvement in various regional organizations, Culver City has the potential to greatly expand its role as a leader in Los Angeles County and the greater southern California region. In particular, the City Manager and City Council members can proactively lead programs, policies, and initiatives at the regional level, partner with adjacent communities on projects with shared interests, and remain actively engaged in regional decision-making.

The history of the City's role in arts and culture shows a focus generally on the nonprofit and fine arts sectors. Under the leadership of the Cultural Affairs Commission, in recent years, the City has expanded its focus to include the larger creative economy, which includes businesses and individuals involved in producing cultural, artistic, and design goods and services. This acknowledges the reality of the ongoing expansion of the creative sector presence in Culver City and the multiple ways in which the fine arts and commercial arts sectors intertwine. The City can continue to redefine and broaden its role in engaging across the spectrum of its creative community and in partnering with major creative sector employers and their creative workers, as suggested in the Commission's 2020 Creative Economy Connect report. The City has additional opportunities for new partnerships and coordination. For example, it can leverage existing relationships, such as between the Cultural Affairs Division and Economic Development Division. The City can also undertake additional research and planning in the arts. Examples cited by the Cultural Affairs Commission include developing a citywide cultural plan and a public art master plan.

POLICY FRAMEWORK

GOAL GL-1

Transparency and open government. Culver City government maintains an exceptional level of openness, transparency, and accountability.

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GL-1.1: Information sharing. Disclose information in a timely manner and in forms that the public can easily access, understand, and use.

GL-1.2: Improve readability. Evaluate the readability of marketing materials, website language, City reports, and other proceedings or documents to ensure clear, concise language. Where appropriate, strive for public-facing City materials to meet a readability grade of 8 or lower.

GL-1.3: Improve accessibility of materials. Evaluate printed and online materials for sufficient color contrast levels, readable fonts and font sizes, adequate text alignment and line spacing, and images that reflect diversity and inclusion when possible.

GL-1.4: Tracking implementation actions. Actively monitor and publish progress made towards completing the General Plan Implementation Actions.

GL-1.5: Website accessibility. Improve the City website's accessibility for all users, particularly those with visual, auditory, and cognitive disabilities and lower levels of digital literacy.

GL-1.6: Program and services assessment. Implement a process to proactively gather public feedback on City policies, programs, and services, as well as interactions with City employees and departments.

GL-1.7: Transparent budgeting. Design and implement City budgets that reflect community values and prioritize long-term community benefit. Actively engage community members, particularly groups that are traditionally underrepresented in public spending decisions.

GOAL GL-2

Broaden engagement. Culver City continues to engage and empower stakeholders to participate in the City's decision-making processes.

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GL-2.1: Diversity in resident advisory bodies. Consistent with current City Council policy, continue to achieve and maintain a diverse composition of City Commissions, Boards and Committees, with respect to race, color, religion, national origin, ethnicity, sex, sexual orientation, actual or perceived gender identity, disability and age.

GL-2.2: Staff capacity-building training. Provide diversity, equity, and inclusion capacity-building training and ongoing support for City staff who inform the materials and facilitation approaches provided to CBCs.

GL-2.3: Targeted contracting. Contract with community groups and direct service providers to broaden outreach to SB 1000 Priority Neighborhoods and traditionally marginalized groups.

GL-2.4: Targeted engagement. Consult and collaborate with underrepresented groups in decision-making. Increase the number of public meetings held in SB 1000 Priority Neighborhoods or in other areas with high concentrations of multifamily residential units and low-income households.

GL-2.5: Engagement database. Maintain a voluntary database of residents and other stakeholders who attend community meetings and track specific topic areas where they express interest in being involved.

GL-2.6: Accessible public meetings. Locate public meetings in locations and at times that are convenient for community members, especially for residents of SB 1000 Priority Neighborhoods. Provide and promote opportunities for low-or no-cost meeting rooms in City facilities for community groups and local organizations as incentives for strengthening community engagement.

GL-2.7: Multilingual staff. Hire staff who speak multiple languages, including Spanish and Chinese, to build staff capacity for engaging non-English speaking residents.

GL-2.8: Civic leadership training and capacity building. Support programs that teach community members about local government processes and encourage community participation in civic efforts.

GL-2.9: Broaden voter participation. Increase voter registration, particularly among underrepresented groups.

GL-2.10: Partnerships with community organizations. Establish partnerships with nonprofit and faith-based institutions that are viewed as trusted sources of information by many community members.

GL-2.11: Youth outreach. Continue to partner with Culver City Unified School District (CCUSD) to expand and integrate civic education into existing curriculum, hold voter registration drives, and encourage students to volunteer as poll workers.

GOAL GL-3
Equity-centered decision-making. Culver City staff identify and implement strategies to advance equity in their daily operations and when developing and implementing major policies, plans, and projects.

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GL-3.1: Operationalize equity practices. Develop goals and strategies to operationalize equity practices across City departments. Regularly revisit and update these strategies to reflect latest best practices.

GL-3.2: Staff training. Train staff across all departments on how to conduct and integrate equity impact analyses into their responsibilities to ensure equitable distribution of public resources and minimize undue burdens.

GL-3.3: Governing for racial equity. Continue serving an active role in government aligned race and equity organizations. Continue training all City staff in Governing for Racial Equity practices.

GL-3.4: Training on equity impact analyses. Ensure residents are aware of, can inform, and know how to access equity impact analysis findings.

GOAL GL-4

Regional leadership and partnerships. Culver City is a regional leader that partners with various agencies and organizations to identify and work towards shared goals and interests around social services, workforce development, transportation, infrastructure, sustainability, equity, and more.

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GL-4.1: **Legislative advocacy.** Continue to advocate for State legislation which can affect City services and further City objectives. Proactively seek appointments to regional and State committees and boards.

GL-4.2: **Regional governance.** Continue to play an active role in the Westside Cities Council of Governments, the Southern California Association of Governments, and other regional agencies where Council members hold leadership positions to promote the interests of the City and region.

GL-4.3: Collaboration with adjacent jurisdictions. Maintain strong collaborative relationships with adjacent jurisdictions and proactively work together on projects of mutual interest and concern.

GL-4.4: Provision of social services. Collaborate with Los Angeles County Department of Public Social Services, Los Angeles County Office of Education, and other adjacent cities and agencies to improve the provision of social services throughout the region and strengthen existing linkages between physical planning and social systems like health care, public safety, and education.

GL-4.5: **Transportation and infrastructure projects.** Collaborate with Los Angeles County, Los Angeles County Metropolitan Transportation Authority, and other adjacent cities and regional agencies to support transportation and infrastructure projects that advance regional sustainability goals and benefit both the city and region.

GL-4.6: **Academic institution and major employer coordination.** Strengthen partnerships with regional academic institutions (e.g., Antioch University Los Angeles, West Los Angeles College, Otis College of Art and Design, Fine Arts Graduate Campus) and major employers (i.e., Sony Pictures Entertainment, CCUSD) to craft workforce development strategies, internship opportunities, and other educational programs that serve City objectives.

GL-4.7: Native community and partners coordination. Form and strengthen partnerships with the Gabrielino-Tongva Indian Tribal Council and California Native American Heritage Commission to identify and implement best practices for partnering, engaging, and consulting with Native stakeholders on local decision-making processes and City and regional projects.

GL-4.8: **Advancing regional equity.** Work closely with other Westside and South Los Angeles jurisdictions to advance regional equity, public health, and environmental justice priorities.

GOAL GL-5

Technology and innovation. The City leverages opportunities to creatively expand online engagement and digital offerings while ensuring equitable digital access.

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GL-5.1: Open data platforms. Continue to maintain, update, and expand the City's Open Budget, Open Data, and GIS platforms. Strive to maximize the utility of City datasets and promote locally developed, data-driven solutions.

GL-5.2: Data sharing. Promote data sharing beyond the extent of legal obligations for all City departments. Partner with neighboring jurisdictions and regional agencies like the SCAG and Los Angeles County to explore mechanisms for facilitating standardized data collection, data sharing, and integration of data portals.

GL-5.3: Civic data literacy training. Partner with the Culver City Julian Dixon Library to provide Open Data training for community members.

GL-5.4: Adopting new technologies for civic engagement. Maintain flexibility in adapting to and leveraging new engagement platforms and tools as they emerge to improve public access to information and community outreach.

GL-5.5: Access to public meetings. Improve access to public meetings by providing multiple ways for community members to participate.

GL-5.6: Digital access for all. Support an equitable distribution of high-quality digital infrastructure and resources across the city.

GOAL GL-6

Smart city framework. The City leverages "smart" practices and technologies to support innovative solutions that improve the community's quality of life and better integrate City services, operations, and planning.

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For related policies and implementation actions connected to regulating emerging mobility technologies, see Mobility Goal 7.

GL-6.1: Smart cities steering committee. Establish a Smart Cities Steering Committee to create a citywide governance structure for future Smart Cities efforts, set priorities for data and technology investments, craft procurement and vendor management policies, and manage projects, funding opportunities and potential partnerships.

GL-6.2: Invest in innovation. Partner with industry experts, academia, neighboring jurisdictions, and other key stakeholders to encourage innovation and investment in smart city practices and technologies.

GL-6.3: Integrate Smart City Technology. Develop a fair and flexible regulatory environment to support trends towards hybrid work, retail, and service models, such as telework, telehealth, tele-education, home-delivery, e-commerce, and more.

GOAL GL-7

General Plan implementation. Culver City implements the vision of Picture Culver City 2045 and regularly updates the Plan to respond to new opportunities and challenges.

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GL-7.1: Integration with departmental workplans. Require that the General Plan Implementation Actions are integrated into departmental workplans.

GL-7.2: General Plan Implementation Status. Update the City's website with the General Plan Annual Progress Report.

IMPLEMENTATION ACTIONS

Key: Timeframe icons for implementation actions table.

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Short-term 1-5 Years	Medium-term 5-10 Years	Long-term 10+ Years	Ongoing

Implementation Action	Associated Goal(s)	Timeframe	Type of Action	Primary Responsibility	Secondary Responsibility
IA.GL-1: Performance targets and scorecard platform. Study creating a publicly-accessible scorecard platform that compiles and tracks a select number of prioritized performance metrics and shows where the City is and is not meeting targets. Regularly update the platform as new data and information are available.	GL-1, GL-7	● / ▶▶▶▶	Website update	Finance (All departments responsible for updating/ tracking their respective performance metrics)	Information Technology
IA.GL-2: Internal performance management. Continue performance management tracking within each City department to analyze each department's workload and monitor performance metrics. Produce a public report every year that summarizes the current state of the City's performance metrics. Provide City Council with annual updates on progress made towards achieving indicator targets.	GL-1, GL-7	▶▶▶▶	Performance tracking	Finance	–
IA.GL-3: Website accessibility audit. Annually audit the City website for compliance with California and federal web content accessibility standards (i.e., providing text alternatives for non-text content). Study the feasibility and identify areas where the City could exceed State and federal accessibility standards.	GL-1	● / ▶▶▶▶	(Recurring) audit/study	Information Technology	–
IA.GL-4: Website languages. Identify additional languages outside of Spanish that are commonly spoken in the city and should be supported on the City website, such as Japanese, Simplified and Traditional Chinese, French, and Tagalog.	GL-1, GL-2	●	Website update	Information Technology	–

Implementation Action	Associated Goal(s)	Timeframe	Type of Action	Primary Responsibility	Secondary Responsibility
IA.GL-5: Standardized evaluation process. Develop a simple, standardized evaluation process where all community members, both residents and non-residents, are invited to share their experience interacting with City programs, services, employees, and departments. Retain, adjust, or eliminate programs and services as appropriate. Share results from program and services evaluations with City departments.	GL-1, GL-2	● / ▶▶▶	Community survey	City Manager's Office	Finance
IA.GL-6: **Expand input on the budget.** Expand the City's budget input box suggestion form to allow community members to provide feedback on the allocation and distribution of City funds.	GL-1, GL-2	●	Website update	Finance	City Manager's Office
IA.GL-7: Equitable public spending. Annually evaluate the geographic distribution of public spending to ensure spending decisions provide equitable benefits, particularly to SB 1000 Priority Neighborhoods.	GL-1, GL-3	● / ▶▶▶	Program Evaluation	Finance	–
IA.GL-8: Civic leadership training and capacity building. Establish capacity-building programs that prepare residents and workers underrepresented in the City's CBCs to serve on resident advisory bodies, build effective relationships, and navigate complex and policy topics.	GL-2	● ●	Program	City Clerk's Office	City Manager's Office
IA.GL-9: Assessment of appointment procedures. Assess appointment procedures and member representation on CBCs every two to four years, consistent with the terms of appointment.	GL-2	● / ▶▶▶	Evaluation	City Clerk's Office	City Manager's Office
IA.GL-10: Educational voting campaigns. Evaluate the effectiveness of the City's past educational voting campaigns (such as Birdee) and explore new, creative ways for the City to engage voters.	GL-2	● ● / ▶▶▶	Study	City Clerk's Office	–

Implementation Action	Associated Goal(s)	Timeframe	Type of Action	Primary Responsibility	Secondary Responsibility
IA.GL-11: Training and Development Program. Develop a comprehensive City staff training program to address skill gaps and provide professional development to prepare for promotional opportunities in alignment with succession planning.	GL-2, GL-6	● ● / ▶▶▶▶	Program	Human Resources	–
IA.GL-12: Racial Equity Action Plan. Implement the Racial Equity Action Plan. Include items such as a standardized assessment tool for equity impacts in major policies, programs, development projects and budgetary decisions.	GL-3	● / ▶▶▶▶	Plan implementation/ Plan update	Human Resources	–
IA.GL-13: Equity and Programming Support. Update City's Equal Employment Opportunity Plan and establish reporting frequency and review option for online open data portal to store data. Continue to provide staff support for the Equity and Human Relations Advisory Committee and establish a speaker series and/or programs. Provide opportunities for employees, residents and businesses to discuss and learn about the City's equity priorities and analyses across various topics.	GL-2, GL-3	● ● / ▶▶▶▶	Plan implementation/ Plan update	Human Resources	–
IA.GL-14: Federal and State funding opportunities. Identify opportunities for regional collaboration in obtaining federal and State funding sources.	GL-4	● / ▶▶▶▶	Partnership	City Manager's Office	–
IA.GL-15: Understand user groups. Conduct community outreach to determine where City datasets are being used, who is accessing City data, and common barriers to accessing data. Identify datasets that are in highest demand or missing.	GL-5	● / ▶▶▶▶	(Recurring) focus group/ study	Information Technology	–
IA.GL-16: Enhance usability. Study and implement new product features for the City's data platforms to improve the discoverability and usability of data.	GL-5	● ●	Study	Information Technology	–

Implementation Action	Associated Goal(s)	Timeframe	Type of Action	Primary Responsibility	Secondary Responsibility
IA.GL-17: Mobile viewing. Study the feasibility of tooling the City's data platforms to support mobile applications.	**GL-5**	● ●	Study	Information Technology	–
IA.GL-18: Interactive mapping. Expand data offerings on the City GIS portal (i.e., land use and zoning, demographics and public health, neighborhood boundaries, environmental data, infrastructure, etc.). Update the portal to enable data downloads in GIS file formats and integration with other GIS platforms.	**GL-5, GL-7**	● / ⟩⟩⟩⟩	Website update	Information Technology	All departments responsible for maintaining/updating their respective data
IA.GL-19: Citywide communications assessment. Study ways that the City can incorporate new technologies or platforms into their community engagement strategy. Identify where the City can strengthen existing communication channels and online platforms.	**GL-2, GL-5**	●	Study	City Manager's Office	Information Technology
IA.GL-20: Hybrid meetings. Study the feasibility and staff capacity for transitioning to a hybrid model for all future public meetings (i.e., providing both in-person and virtual meeting options).	**GL-2, GL-5**	●	Study	Information Technology	City Clerk's Office; City Manager's Office
IA.GL-21: Online services. Identify City services, applications, and forms that can be digitized or streamlined on the City website.	**GL-5**	●	Website update	Information Technology	Any departments with relevant services, applications, or forms that are impacted
IA.GL-22: Expand broadband network. Partner with local Internet service providers to expand the publicly-owned broadband network to residential and other uses.	**GL-5**	● ●	Partnership/physical improvement	City Manager's Office	Information Technology Department

Implementation Action	Associated Goal(s)	Timeframe	Type of Action	Primary Responsibility	Secondary Responsibility
IA.GL-23: Expand digital access for low-income households. Expand the City's current partnership with Ting Internet and the Affordable Housing Internet Connectivity Program to provide free/reduced-rate internet access to all affordable housing units across the city. Broadly publicize this program with targeted user groups.	GL-5	●	Partnership/ Program	Housing and Human Services	Information Technology
IA.GL-24: Public Wi-Fi access and charging stations. Study the feasibility and identify opportunities to supply public Wi-Fi access, charging stations, and/or public workstations at all municipal buildings and recreational facilities. Implement the City Transportation Department's plans to provide Wi-Fi on Culver City buses.	GL-5	● ●	Study	Public Works	Transportation
IA.GL-25: Public workstations. Identify opportunities for public-private partnerships to make public workstations available within walking distance of residences in Culver City without reliable access to internet services.	GL-5	● ●	Partnership	Information Technology	Economic Development Division
IA.GL-26: Digital city incubator. Establish a digital city incubator to test smart city technologies before citywide deployment and to minimize risks related to security, equity, ethics, and corporate monopolization.	GL-6	● ● ●	Program	Information Technology	City Manager's Office
IA.GL-27: Data management plan. Develop a data management plan for gathering, automating, managing, analyzing, and sharing data across City departments. Include strategies that ensure security and privacy compliance and uphold ethical practices for data collection and use.	GL-6	●	Plan	Information Technology	–

Implementation Action	Associated Goal(s)	Timeframe	Type of Action	Primary Responsibility	Secondary Responsibility
IA.GL-28: Improve network infrastructure. Review and implement additional improvements to the City's network infrastructure and security to better support telework, telehealth, and tele-education across the city.	GL-6	● ●	Physical improvement	Information Technology	–
IA.GL-29: Employee wellness programs and initiatives. Implement "Wellness Culver City Relaunch" program to take into consideration a 360 wellness engagement platform based on behavioral, physical and financial employee wellbeing.	GL-6	● / ⟫⟫⟫	Program	Human Resources	–
IA.GL-30: Improve service delivery models. Proactively manage liabilities by strengthening proficiencies of critical HR functions through the implementation of an online onboarding system to complete specific onboarding tasks prior to first day and continue to review processes and policies for streamlining and improving the employee experience through leveraging the City's technology and HRIS platform.	GL-6	● ● / ⟫⟫⟫	Plan implementation/ Plan update	Human Resources	–
IA.GL-31: Workers Compensation Program improvements. Complete request for proposal for best-in-class administrators to ensure the programs claims management, administration of benefits, and litigation meet the City's expectations. Implement a return-to-work program and create modified duty agreements to be utilized by departments.	GL-6	● / ⟫⟫⟫	Program	Human Resources	–

Implementation Action	Associated Goal(s)	Timeframe	Type of Action	Primary Responsibility	Secondary Responsibility
IA.GL-32: City safety initiatives. Initiate Citywide safety initiatives through proposed City Safety Manager position to focus on, build and enhance Citywide safety initiatives including the facilitation of occupational medical management; loss control and safety assessments; OSHA compliance and relevant safety-related policies and procedures. Evaluate the City's safety program for opportunities to enhance the program and create an organization of safety awareness.	GL-6	● ● / ⟫⟫⟫⟫	Program	Human Resources	–
IA.GL-33: City policy review. Review administrative policies in collaboration with the City Attorney's Office to ensure compliance in alignment with new and/or updated legislation.	GL-6	● / ⟫⟫⟫⟫	Plan implementation/ Plan update	Human Resources	–
IA.GL-34: Regular progress reviews. Annually review the General Plan as part of City Council's goal-setting sessions.	GL-7	● / ⟫⟫⟫⟫	Plan update	Planning and Development	City Manager's Office
IA.GL-35: General Plan annual progress report. Report on progress of implementation actions, general plan amendments, and relevant projects. Study establishing and tracking performance indicators or metrics.	GL-7	● / ⟫⟫⟫⟫		Planning and Development	City Manager's Office
IA.GL-36: Integration with budget process. Link the General Plan's goals, policies, and actions with City Council's budget process.	GL-7	● / ⟫⟫⟫⟫	Plan update	Finance	Planning and Development
IA.GL-37: Adapt to changing circumstances. Conduct targeted updates to the General Plan every five to eight years to reflect changes in State regulations, new technologies, and new opportunities and challenges. Update the Implementation Actions to reflect new City priorities as appropriate.	GL-7	● ● / ⟫⟫⟫⟫	Plan update	Planning and Development; (All departments responsible for updating implementation actions in their respective GP Elements)	–

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