

- CITY OF -

NORWALK

CALIFORNIA

STRATEGIC PLAN

March 2021



VISION

The City of Norwalk is a safe, family-oriented community that continuously improves the services it provides its citizens and businesses.

MISSION

The City of Norwalk is committed to meeting the needs of its residents and businesses by providing exceptional public services and facilities that are responsive to the community through honest, efficient, and fiscally responsible leadership.

VALUES

- We are accessible, honest, and transparent in all interactions.
- We are responsive to meeting the challenging needs of our community.
- We are fiscally responsible, ethical, and transparent in our stewardship.
- We place high value on individual and team accountability.
- We deliver exemplary work and services.
- We encourage innovation and creativity.
- We make decisions based on “What is best for Norwalk?”

FOCUS AREAS

Public Safety • Economic Development • Infrastructure



GOAL I:

PROVIDE HIGH QUALITY CUSTOMER SERVICE TO THE COMMUNITY



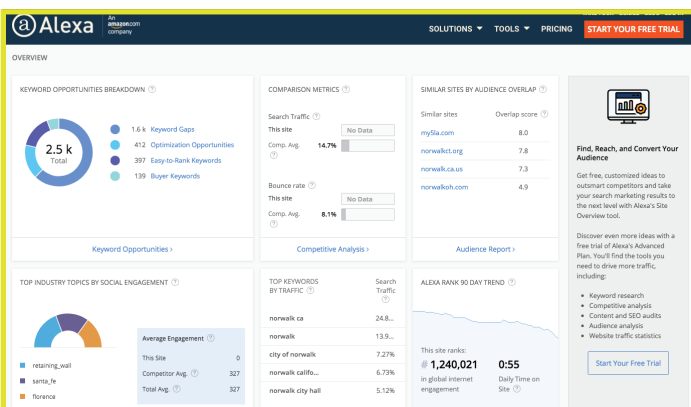
Promote customer-focused culture that prizes accessible, consistent, and predictable delivery of service

- Completion of biennial training on professional customer service by all employees
- Completion of annual training on leadership by employees
- Average of at least 90% “good” or “excellent” customer service scores on citywide resident satisfaction survey



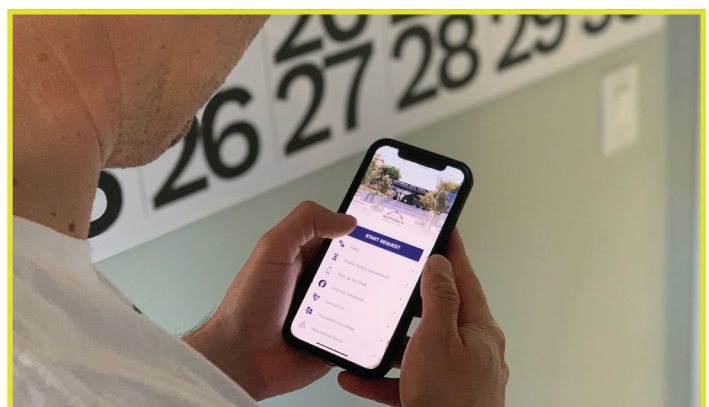
Ensure that equipment and technology are in place so that employees can achieve high quality public service

- Percentage of City employees that “Agree” and “Strongly Agree” that they have access to the necessary tools, equipment and materials per the Citywide employee satisfaction survey



Improve external and internal coordination and communication

- Percentage of customers satisfied with process of reporting problems (ex. potholes) to the City
- Number of visits to the City’s public website
- Number of in-person appointments



Consistently collect meaningful feedback

- Percentage of public-facing City departments that routinely collect feedback

GOAL 2:

WORK IN PARTNERSHIP WITH ALL OF OUR COMMUNITIES TO ACHIEVE SAFE & LIVABLE NEIGHBORHOODS



Enhance maintenance and beautification practices

- Prepare a work plan to upgrade and enhance conditions and appearance of city infrastructure
- Amount of waste removed with bulky items pickup
- Number of graffiti sites removed
- Amount of debris removed by street sweeping



Cultivate civic engagement and participation

- Develop civic applications and tools to connect government with those we serve
- Participation in public outreach efforts
- Increase community policing efforts
- Number of views and followers on social media
- Number of flyers and newsletters mailed



Invest in street infrastructure

- Miles of streets repaired by fiscal year
- Increase streets overall condition index
- Improve timeliness of project delivery
- Amount of funding invested by fiscal year



Improve living conditions for residents in greatest need

- Rate of unsheltered homeless individuals
- Number of meals delivered to seniors
- Number of families receiving low income housing assistance

GOAL 3:

PARTNER WITH OUR STAKEHOLDERS TO CREATE AND SUSTAIN A RESILIENT AND ECONOMICALLY PROSPEROUS CITY WITH OPPORTUNITY FOR EVERYONE



Create dynamic neighborhoods that incorporate mobility, connectivity and sustainability

- Increase accessibility of streets, sidewalks and buildings for people with disabilities
- Increase number of businesses and households that have an organics recycling program in place
- Increase the supply of affordable and attainable homes in the community



Diversify and grow the local economy

- Increase incentives available to attract new businesses to the community
- Increase outreach efforts to diverse business sectors
- Increase the number of business and associated jobs in the community



Build great public destinations

- Create a new transit village at the former California Youth Authority
- Develop a state-of-the art recreation facility at the former Tank Farm
- Expand the Entertainment District
- Envision a new mixed-use village at Excelsior High School



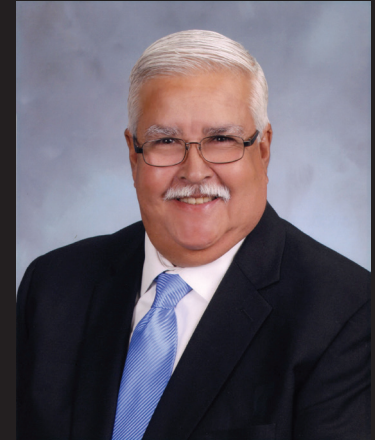
Maintain strong local tax base to support City operations

- Amount of financial reserve available
- Increase in assessed valuation from new investment

NORWALK CITY COUNCIL



Mayor Jennifer Perez



Vice Mayor Tony Ayala



Councilmember Rick Ramirez



Councilmember Margarita L. Rios



Councilmember Ana Valencia

City Manager Jesus Gomez

Deputy City Manager Richard Rojas

Department/Director

City Clerk Theresa Devoy

Finance Jana Stuard

Human Resources Carina Montes

Community Development John P. Ramirez

Public Safety Grissel Chavez

Public Services Glen Kau

Recreation Elizabeth Rock

Social Services Gabriela Regalado

Transportation Jim Parker

City of Norwalk

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norwalk.org