



City Council **Strategic Plan** 2023-2025



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 Improvements
Programs for youth and ways to attract young families • Parks Master Plan
Public Events • Housing Plan • Homelessness • Regionalism



Goal 1

PROVIDE HIGH QUALITY CUSTOMER SERVICE TO THE COMMUNITY

Objective 1

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



- Develop and implement citywide customer service standards for phone, email, and customer management software to increase efficient responses
- Develop and launch leadership development programs to focus on career growth, competency building, and promotional opportunities for existing staff.
- Develop a repeatable process for analyzing, prioritizing, assigning and addressing opportunities for improvement

Objective 2

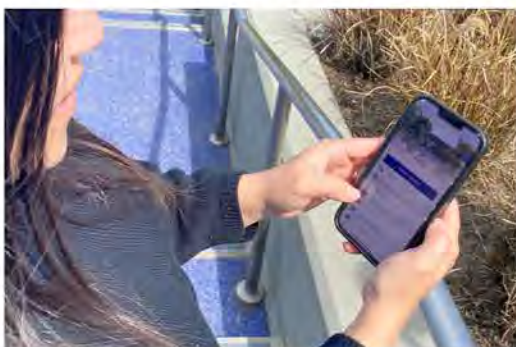
Improve external and internal coordination and communication



- Expand front line staff training to improve our customers' experience
- Enhance the digital experience of city's website to be task driven

Objective 3

Transform the City's technology environment to better focus on the timely execution of innovative ideas



- Develop a City technology master plan
- Establish a City Cloud environment for Microsoft Office 365
- Implement Wi-Fi in all City parks

Goal 2

WORK IN PARTNERSHIP WITH OUR COMMUNITY TO ACHIEVE SAFE AND LIVABLE NEIGHBORHOODS

Objective 1

Re-invest in existing and aging infrastructure



- Update citywide asset risk for streets, flood control devices, traffic control devices, City parks and buildings, and fleet
- Increase the amount of time spent doing preventative maintenance in daily operations
- Research and invest into emerging technologies to reduce overall costs for preventative maintenance

Objective 2

Cultivate civic engagement and participation



- Continue programs designed to provide diverse approaches in seeking ways to engage residents in our community by expanding community policing initiatives including Coffee with a Cop, Neighborhood Watch, and National Night Out
- Develop and continue youth programs (ex. LADY, Teen Alliance) designed to build civic engagement and responsibility through partnerships with the community
- Develop digital educational programs to expand community awareness of city projects and policy considerations
- Develop a Community Emergency Response Team (CERT) training program

Objective 3

Improve living conditions for residents in greatest need



- Update citywide plan for residents experiencing homelessness
- Increase the supply of shelter beds for residents experiencing homelessness
- Collaborate with regional partners to help homeless residents with mental health and substance abuse recover
- Increase the supply of permanent supportive housing units

Goal 3

CREATE AND SUSTAIN A RESILIENT AND ECONOMICALLY PROSPEROUS CITY

Objective 1

Create dynamic neighborhoods



- Develop a program for providing service delivery by City quadrant
- Expand bike and pedestrian infrastructure at catalytic locations
- Develop programs to attract investment to the City's highly visible locations and major streets

Objective 2

Diversify and grow the economy



- Engage with businesses within our target industry sectors to identify skills needs and conduct a survey to gather input and feedback on needs
- Continue to utilize development incentives to competitively attract target industry sectors

Objective 3

Build great public destinations



- Complete the Norwalk Transit Village Specific Plan
- Complete the 15-acre expansion of Holifield Park
- Implement the Norwalk Entertainment District Specific Plan

Objective 4

Maintain the City's financial resiliency



- Identify leading financial indicators and create a dashboard
- Identify vulnerable revenue streams and ensure sustainability of city revenue streams
- Advocate for and support legislation that support the City's mission and financial sustainability
- Evaluate existing and available technology to develop long-term financial and capital planning in alignment with the City's Strategic Plan

Goal 4

SUPPORT SUSTAINABILITY AND CLIMATE RESILIENCE THROUGHOUT THE COMMUNITY

Objective 1

Protect and conserve natural resources



- a. Develop a City Climate Action Plan
- b. Streamline installation for rooftop solar for residents and businesses
- c. Expand the supply of electric vehicle charging stations
- d. Develop an Urban Forest Management Plan
- e. Expand Zero Emission Buses and related charging infrastructure for full electrification by 2030

Objective 2

Protect people by reducing the effects of pollution



- a. Develop an Environmental Justice Element for the City's General Plan
- b. Provide staff training on environmental justice
- c. Develop an Extreme Heat Action Plan
- d. Increase new public transit passengers to decrease cars on the road and reduce greenhouse gas emissions

Norwalk City Council



Mayor Ana Valencia



Vice Mayor Margarita L. Rios



Councilmember Tony Ayala



Councilmember Jennifer Perez



Councilmember Rick Ramirez

City Manager Jesus Gomez

Deputy City Manager Richard Rojas

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City Clerk Theresa Devoy
Communications & Public Affairs Levy Sun
Community Development John P. Ramirez
Finance Jana Stuard
Human Resources Carina Montes

Public Safety Ozzie Ramos
Public Services Glen Kau
Recreation and Park Services Allan Perdomo
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City of Norwalk

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