# 2020 Vision

An integrated strategic action plan to guide the City's progress and priorities to 2020

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2020 Vision

# I.  Introduction

## Overview

The City of Norwalk's *2020 Vision* Strategic Action Plan is based on extensive input from the community, including residents, business owners, service organizations, public agencies, and other valued stakeholders. The plan includes core strategies, objectives, actions and progress indicators to guide the community up until 2020. The plan achieves the following:

- Advances the City's mission, vision, and values

- Supports the City's overarching goals

- Aligns with the City's strategic themes

- Strengthens the City's position as a leader, partner, and vital contributor to the region

- Reinforces the City's focus on customer service

- Enhances the City's image and visibility

- Establishes measurable progress indicators and timelines

- Identifies best practices incorporating the highest standards of execution and ethics

- Remains highly adaptable, flexible and measurable – serving as a guidepost and recognizing exceptions and changing needs

- Measures changes in preferences related to delivery of information

- Promotes cohesion and continuity in the daily operation of the City

The plan is available electronically on the City's website, and in limited print versions at no cost for those who require a hard copy.

# Message From The City Manager

Dear Friends:

On behalf of the Norwalk City Council and the entire City staff, I'm pleased to present the City's *2020 Vision* Strategic Action Plan.

Initiated by the City Council and drawn from extensive community input, the 2020 Vision plan sets clear, measurable goals to guide Norwalk's operations up to 2020. It reflects a shared community vision that sustains organizational excellence and empowers residents to shape the City's future.

Cohesive, adaptable, and highly focused on delivering optimal service to the community, the plan centers on six core strategies that strengthen existing programs and create new opportunities for residents and businesses. Focus is placed on expanding comprehensive public safety programs; operating transparently and within our means to achieve prudent fiscal management; delivering superior customer service at every opportunity; revitalizing the City's economic development base through innovative business recruitment; increasing staff training and collaboration to maximize efficiency; and updating critical infrastructure to ensure a more vibrant and sustainable future.

As we implement the plan, we will regularly assess our performance by building on our strengths, adjusting to new challenges and opportunities, and seeking continuous improvement in everything we do. We measure our success by the positive impact we have on making life better in Norwalk for everyone. This strategic plan will serve as our blueprint for building a safer, smarter, healthier community.

Thank you for your ongoing trust and support. We are proud to serve you.

Sincerely,

Michael J. Egan
City Manager

## OUR VISION

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

## OUR 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.

## OUR VALUES

- We are accessible, honest and transparent in all interactions.

- We are responsive to meeting the changing 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?"

# CORE FOCUS AREAS

- Public Safety

- Fiscal Management

- Economic Development

- Customer Service & Technology

- Collaboration, Communication & Staff Development

- Facilities & Operations Infrastructure

# II. STRATEGIC FOUNDATION

## CORE STRATEGIES

## Core Strategy #1

### Provide Exceptional Public Safety

To ensure a safe, secure and vibrant community, the City will implement comprehensive law enforcement programs that build strong relationships with stakeholders, increase citizen engagement, and utilize innovative technology.

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## OBJECTIVE A

Enhance and strengthen the quality of life in Norwalk by providing residents with safety and security through the use of innovative law enforcement and public safety services.

### Actions

- Provide ongoing feedback opportunities through comment cards and surveys  **1. A. 1.**

- Enhance the Department of Public Safety's outreach and communications efforts with community members and stakeholders  **1. A. 2.**

- Encourage community members to form community advisory groups representative of all geographic areas in the City **1. A. 3.**

- Assess other public safety models and evaluate applicability and optimization of Norwalk program **1. A. 4.**

- Collaborate with the Los Angeles County Sheriff's Department to employ and evolve Community Oriented Policing strategies and techniques to engage the community  **1. A. 5.**

### Progress Indicators

- Analysis of results from feedback and comment cards

- Identification of new methods to disseminate public safety information

- Measure number of active community advisory groups

- Compare data from use of modern Community Oriented Policing strategies

Provide the community with emergency preparedness information for self-sufficiency in the event of a disaster.

## Actions

- Establish website section dedicated to emergency management and preparedness **1. B. 1.**

- Produce and distribute publications that educate community members about emergency management and preparedness **1. B. 2.**

- Increase in the number of community members notified by emergency system **1. B. 3.**

- Increase availability of emergency preparedness classes and workshops **1. B. 4.**



### Progress Indicators

- Measure usage of City website page dedicated to emergency preparedness

- Assess quantity of community preparedness information provided to the public

- Count enrollment in mass emergency notification system

- Measure attendance and participation in classes and workshops

**Core Strategy #1**

## OBJECTIVE C

Develop a strong interdepartmental and interagency collaboration focused on bringing together City services and programs.

### Actions

• Provide youth activity programs in neighborhoods and parks utilizing a mobile recreation unit and other available resources  **1. C. 1.**

• Create additional opportunities for youth in City sponsored programs and services  **1. C. 2.**

• Develop City problem solving teams utilizing internal and external resources to focus on effectively responding to current crime trends and quality of life issues  **1. C. 3.**

### Progress Indicators

◗ Number of deployments of a recreation mobile unit

◗ Number of additional opportunities for youth and community members

◗ Quantity of active coalitions between City Departments designed to undertake multiple quality of life community issues

## OBJECTIVE D

Evaluate new technology enhancements and developments to improve delivery of public safety services.

### Actions

- Utilize social media to keep the public informed of current events and incidents  **1. D. 1.**

- Place Public Safety Alerts on City website  **1. D. 2.**

- Pursue opportunities to provide Public Safety and the Sheriff's department with improved technology and equipment  **1. D. 3.**

- Identify needs and cost benefits of Citywide  security and surveillance systems at facilities and parks  **1. D. 4.**

### Progress Indicators

- Number of increased social media activities to distribute information

- Usage of public safety alert system on City website

- Results from using new technology to aid in problem solving efforts

- Assessment of security and surveillance needs citywide

## Core Strategy #2

### Enact Sound Fiscal Management & Stewardship

Adhering to the highest standards of ethics and accountability, the City will operate within a structurally balanced budget to meet the community's needs, build healthy reserves, and ensure a sustainable future.

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## OBJECTIVE A

Protect and preserve financial resources and explore opportunities to increase City revenues

## Actions

- Actively seek and apply for grants to support City programs and projects  2. A. 1.

- Implement periodic analysis of Transient Occupancy Tax revenues and periodic audits of hotel operators' records  2. A. 2.

- Assess City revenues and make appropriate recommendations to include possible amendments to the municipal code and initiation of public education programs  2. A. 3.

- Incorporate Fees for Services evaluation into the annual budget process  2. A. 4.

### Progress Indicators

- Increased number of applications for grants to fund City services

- Number of Transient Occupancy Tax audits and reviews

- Completed evaluation and possible modification to City revenue opportunities

- Evaluation of fees for services schedule

## OBJECTIVE B

Develop long-term plan to address City's unfunded liabilities in pension obligations, infrastructure maintenance, and capital replacement

## Actions

- Develop long-term financial plan that parallels strategic action plan **2. B. 1.**

- Evaluate and identify funding options for the Other Post Employment Benefits (retiree benefits) liabilities **2. B. 2.**

- Implement financial reporting of pension liabilities **2. B. 3.**

- Analyze and make recommendations related to sensible Fund Balance levels **2. B. 4.**

- Assess infrastructure needs and make recommendations related to infrastructure reserve fund **2. B. 5.**

## Progress Indicators

- Adoption of long-term financial plan

- Recommendations on future funding options for City retiree liabilities

- Revisions of existing Funds Balance Policy

- Recommendations on need and size of infrastructure reserve fund

## OBJECTIVE C

Review and revise City fiscal policies to include industry standards and best practices

## Actions

• Develop or revise current fiscal and compliance policies and procedures    **2. C. 1.**

• Evaluate and make recommendations related to implementing two-year budget process **2. C. 2.**

### Progress Indicators

◗ Completion of evaluation and updates to fiscal policies and procedures

◗ Completion of evaluation on implementing two-year budget process

## OBJECTIVE D

Regularly communicate financial status to community

## Actions

• Make quarterly Financial Report available on the City's website and publications    **2. D. 1.**

• Create new opportunities for public input into City cost savings measures **2. D. 2.**

• Increase community participation in the City's budget process **2. D. 3.**

### Progress Indicators

◗ Number of quarterly finance reports readily available to the public

◗ Number of new opportunities for public input into City cost savings measures

◗ Level of community participation in the City's budget process
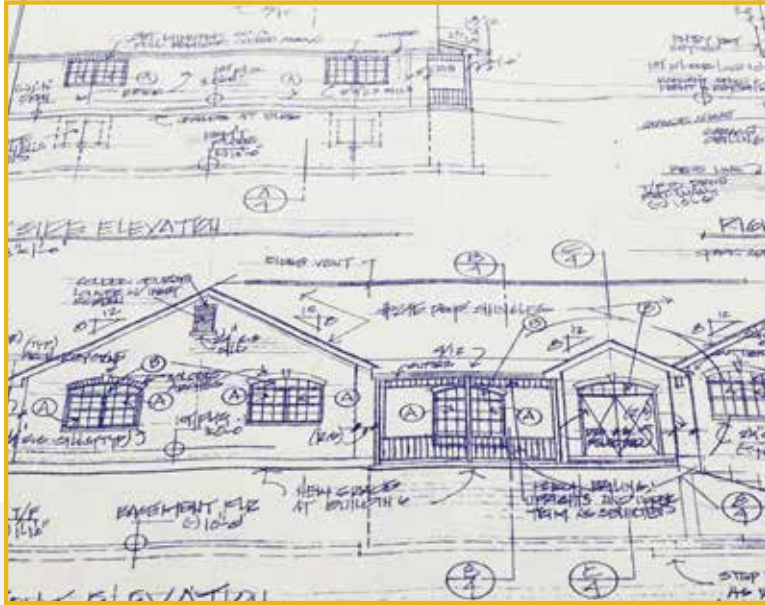
## Core Strategy #3

### Initiate Innovative Economic Development Plan

Recognizing that economic development boosts the community's financial prosperity and overall quality of life, the City will create a business-friendly environment, actively seek businesses to diversify Norwalk's economic base, and help businesses identify resources and opportunities.

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## OBJECTIVE A

Enhance the business environment by improving communication and facilitating access to information and resources.

### Actions

- Improve the business section of the City's website **3. A. 1.**

- Host annual meetings to create a dialogue with Norwalk's Chamber of Commerce and business community and facilitate business-to-business communications **3. A. 2.**

- Facilitate interdepartmental response to proposed business needs **3. A. 3.**

- Create a map to identify Wi-Fi hotspots throughout the City **3. A. 4.**

- Provide more certainty and clarity early in the City's development process **3. A. 5.**

- Enhance a signature City event that will highlight businesses in the community **3. A. 6.**

- Explore the charter city formation process **3. A. 7.**

- Recognize business longevity annually in a public forum **3. A. 8.**

- Evaluate municipal code and zoning ordinance to facilitate business development **3. A. 9.**

- Evaluate methods to revitalize economically-challenged areas by embracing private sector market forces **3. A. 10.**

## Progress Indicators

- Number of visitors to the City's business section of the website

- Increase in number of City and Chamber of Commerce hosted events

- Formation of coalition of City departments to better serve business needs

- Creation and distribution of forms that detail the development process

- Usage of Wi-Fi map available on City's website

- Identification of City event that highlights community businesses

- Completion of evaluation of benefits and disadvantages of a charter city

- Establishment of business recognition program

- Assessment of municipal and zoning code modification recommendations

- Establishment of protocols and procedures for business revitalization programs

Attract new businesses to enhance and diversify the City's economic base.

## Actions

• Assist start-up businesses with connections to resources  **3. B. 1.**

• Collaborate with Chamber of Commerce to create and distribute a Welcome to the City package to new businesses  **3. B. 2.**

• Create public relations campaign to showcase Norwalk's business opportunities  **3. B. 3.**

• Facilitate programs to provide funding and legal conditions related to commercial listings for the public's and private sector's use  **3. B. 4.**

• Identify commercial areas in the City to target economic development  **3. B. 5.**

## Progress Indicators

◗ Identification of activities to help business start-ups

◗ Number of new business information packages distributed

◗ Results from public relations campaign about doing business in the City

◗ Increased number of City provided business education programs

## OBJECTIVE C

Expand opportunities for business revenue

### Actions

• Facilitate e-commerce opportunities to help businesses **3. C. 1.**

• Provide forums to identify new revenue opportunities for existing businesses **3. C. 2.**

• Develop a process that helps businesses find growth and training opportunities **3. C. 3.**

• Initiate marketing program to showcase the City's business environment **3. C. 4.**

### Progress Indicators

◗ Demand for activities, events, and e-commerce

◗ Inquiries and feedback related to new revenues

◗ Number and type of training opportunities offered

◗ Effectiveness of marketing campaign

## OBJECTIVE D

Support neighborhood and community preservation efforts

## Actions

- Find ways to continue funding CDBG and HOME residential rehabilitation programs, advocate maintenance, and increase funding source  **3. D. 1.**

- More collaboration between Public Safety and Community Development departments to address safety, design and zoning issues  **3. D. 2.**

- Initiate development of a neighborhood beautification strategy  **3. D. 3.**

- Recommend strategies for adopting housing element that address affordability and condition of inventory per State Law  **3. D. 4.**

- Reinstitute a neighborhood clean-up program that helps residents maintain their property and properly dispose of hazardous materials  **3. D. 5.**

### Progress Indicators

- Incorporation of housing element to City's economic development strategy

- Increase in number of collaborative efforts related to code enforcement

- Participation in neighborhood clean-up events

## Core Strategy #4

### Deliver Superior Customer Service Utilizing New Technology

Vital to strengthening civic pride and community relationships, the City will continue to implement comprehensive staff training focused on customer service and new technologies that foster positive and meaningful interactions with residents, businesses, and visitors.

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## OBJECTIVE A

Engage the community by providing additional opportunities to further quality customer service



### Actions

- Implement community survey by outside consultant to evaluate City's customer service performance and community needs **4. A. 1.**

- Evaluate centralization of customer service to enhance interaction and foster continuous improvement **4. A. 2.**

- Create a City motto emphasizing quality customer service **4. A. 3.**

- Implement survey system to collect public comments and customer service reports **4. A. 4.**

- Post website link for "Welcome to Norwalk" information detailing City services **4. A. 5.**

- Explore opportunities to expand City cable channel to multiple service providers **4. A. 6.**

### Progress Indicators

- Number of training opportunities within the organization focused on customer service

- Results from comment, feedback, and customer survey opportunities

- Realignment of community information programs

**OBJECTIVE B**

Create innovative tools and expand resources for staff development

## Actions

- Develop 'keys of customer service and accountability' to display in each department **4. B. 1.**

- Conduct internal meetings to update employees about events and projects **4. B. 2.**

- Offer ongoing staff training to improve culture and customer service **4. B. 3.**

- Assess feasibility of developing leadership academy **4. B. 4.**

- Develop staff resource guide listing responsibilities of each department for dissemination to employees and the public **4. B. 5.**

- Evaluate benefits of creating a City intranet to enhance communications **4. B. 6.**

## Progress Indicators

- ◗ Installation of 'keys of customer service and accountability' displays

- ◗ Creation of staff resource guide

- ◗ Number of training opportunities offered and level of participation

- ◗ Use of intranet by staff

## OBJECTIVE C

Utilize new technology to improve customer service

## Actions

- Include virtual tour of City facilities on website **4. C. 1.**

- Post videos of City events on website and cable channel **4. C. 2.**

- Update City Hall information kiosk and install similar kiosk at Sports Complex **4. C. 3.**

- Revamp City website **4. C. 4.**

- Recommend citywide tracking system for service requests and complaints **4. C. 5.**

- Analyze option for automated pre-recorded information by phone to answer frequently asked questions **4. C. 6.**

- Post past Council meetings to City website, searchable by topic or agenda item **4. C. 7.**

- Assess Citywide computer hardware needs **4. C. 8.**

- Evaluate translating website content into multiple languages **4. C. 9.**

- Explore mobile device options to broaden access to City services **4. C. 10.**

### Progress Indicators

- Usage of virtual tours and number of video views on website

- Acquisition of new technology to improve customer service

- Incorporation of mobile device applications

- Number of hits and user sessions on City website

- Introduction of customer comment forms

## Core Strategy #5

**Maximize Staff Collaboration, Communication & Professional Development**

Through collaborative teamwork, effective communication, and continuous staff training, the City will develop a proficient, highly-skilled workforce able to achieve optimal performance, adapt to changing community needs, and deliver superior customer service.

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## OBJECTIVE A

Improve collaboration between City Council and staff



### Actions

• Organize departmental team building-activities **5. A. 1.**

• Conduct regular progress meetings on goals and activities **5. A. 2.**

• Formulate "Action Teams" to address specific tasks and issues **5. A. 3.**

• Assess need and opportunities to convene City Council and staff in study sessions **5. A. 4.**

### Progress Indicators

▭ Results from team-building activities

▭ Feedback from progress meetings

▭ Engaged Council, staff and public in pertinent issues affecting the City

▭ Increase in number of study sessions

## OBJECTIVE B

Effective, clear communication throughout the organization

## Actions

• Provide accessibility, give clear direction and collect feedback **5. B. 1.**

• Regularly disseminate information about important issues **5. B. 2.**

• Enhance communication by using intranet, resource manual, weekly memos, etc **5. B. 3.**

### Progress Indicators

▰ Evaluation of staff feedback

▰ Increased number of communications sent citywide

▰ Establishment and usage of intranet

## OBJECTIVE C

Effective, clear, concise communication with Norwalk residents and businesses

## Actions

- Enhance City's website by increasing the number of forms online **5. C. 1.**

- Assess best practices utilized by other agencies to improve communication **5. C. 2.**

- Utilize City media resources for better communications and customer service **5. C. 3.**

- Solicit feedback from residents and business about customer service **5. C. 4.**

## Progress Indicators

- Increased number of visitors to website

- Increased number of communications from the City to residents and businesses

- Total number of community organizations that disseminate information

- Results from resident and business feedback

## OBJECTIVE D

To maintain a knowledgeable and well-informed staff

### Actions

• Develop training and mentorship programs to facilitate planning **5. D. 1.**

• Provide staff with additional training opportunities **5. D. 2.**

• Provide cross-training between departments **5. D. 3.**

• Encourage involvement in professional organizations **5. D. 4.**

• Develop informational resource guide **5. D. 5.**

### Progress Indicators

▸ Increased participation in training opportunities

▸ Increase memberships and leadership roles in professional organizations

▸ Creation of resource manual

## Core Strategy #6

### Modernize & Expand Operational Infrastructure

The City will continuously improve infrastructure - a vital component of day-to-day operations - to ensure reliable, efficient, and sustainable community resources such as facilities, streets, transportation, utilities, and technology.



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## OBJECTIVE A

Develop and implement a theme to create a strong sense of identity, allowing for consistency in future infrastructure planning and promoting Norwalk as a distinct and attractive community

### Actions

- Analyze and make recommendations for an Aesthetic Design Policy with standards for City infrastructure **6. A. 1.**

- Create consistent standards to provide distinctive and attractive signage that clearly identifies City infrastructure locations **6. A. 2.**

- Conduct a study to implement a beautification program citywide that identifies locations for artistic improvements **6. A. 3.**

- Create a master plan to establish standards and locations **6. A. 4.**

### Progress Indicators

- Creation of aesthetic design policy

- Uniformity in City signs

- Installation of Art in Public Places in accordance with master plan

- Implementation of a Beautification Program

- Conversion to new technologies to track graffiti and reduce response times

## OBJECTIVE B

Support and invest in energy efficient and environmentally friendly technologies to develop sustainable infrastructure, reduce City's carbon footprint and lower long-term costs

## Actions

- Promote environmental responsibility by creating a citywide campaign to encourage residents to "Go Green," recycle, and conserve water **6. B. 1.**

- Create energy efficient facilities and public rights of way by changing lighting fixtures and bulbs to the most cost effective options to reduce usage and long-term maintenance costs **6. B. 2.**

- Utilize smart technologies by studying infrastructure to identify technological upgrades in wireless access, monitoring systems, lighting, and solar applications **6. B. 3.**

## Progress Indicators

- ◗ Increased number of new energy efficient fixtures installed

- ◗ Feedback from "Go Green" education programs

- ◗ Reduction in maintenance costs due to use of new technologies

- ◗ Completion of upgrades to public rights of way and City facilities

## OBJECTIVE C

Provide, protect and preserve water quality and sewer systems citywide to ensure safe, reliable and cost effective systems to meet current and future needs

### Actions

- Conduct a comprehensive water master plan for the Norwalk Municipal Water System **6. C. 1.**

- Develop and implement Action Plan to make the Norwalk Municipal Water system self-sustaining **6. C. 2.**

- Assess sewer system to identify deficiencies and develop maintenance and replacement plans **6. C. 3.**

- Ensure compliance standards are continually met and updated as mandated **6. C. 4.**

### Progress Indicators

- Completion of water system master plan related to sustainability

- Development of sewer maintenance and replacement plan

Maintain safe, reliable and accessible streets, sidewalks, and curbs and gutters to improve transportation infrastructure and plan for growth

## Actions

• Promote expansion of Smartphone applications and other technologies to identify and report street and safety lighting outages and reduce response times **6. D. 1.**

• Update citywide street study to address maintenance and accessibility plans for streets, curbs and gutters **6. D. 2.**

• Coordinate with neighboring communities and public agencies to optimize traffic flow **6. D. 3.**

• Evaluate transit services through community input to evaluate current infrastructure and plan for future improvements **6. D. 4.**

• Enhance access and maintain compliance of public rights of way and City facilities **6. D. 5.**

• Develop and update a traffic signal system to synchronize signals in the City **6. D. 6.**

## Progress Indicators

◗ Creation of clearer accessibility compliance standards

◗ Completion of citywide street maintenance evaluation

◗ Modernization of traffic signal system synchronization

◗ Acquisition of new technologies to report lighting outages and improve response times

◗ Evaluation of accessibility issues Citywide

## OBJECTIVE E

Improve parks, public facilities and open space and identify opportunities to enhance community resources

### Actions

- Review and update Parks Master Plant to identify future maintenance needs and improvements  **6. E. 1.**

- Identify residual parcels of land from I-5 freeway expansion to be developed with neighborhood input and utilized as small open space/park locations  **6. E. 2.**

- Identify locations throughout the City to construct alternative urban pathways, including bike and walking paths and park trails  **6. E. 3.**

### Progress Indicators

- Modernization of City's Parks Master Plan

- Identification of possible park, open space or urban pathway acquisition and development opportunities

strategic \'plan\ (n) : a written account of intended future courses of action aimed at achieving specific goals or objectives within a specific timeframe. It explains in detail what needs to be done, when, how, and by whom.

*- Webster's*

*"A good plan is like a road map: it shows the final destination, the best way to get there, and some of the bumps to prepare for along the way."*

*- H. Stanley Judd*
*American Author*

2020 Vision

# Norwalk City Council



**Luigi Vernola**
Mayor



**Marcel Rodarte**
Vice Mayor



**Cheri Kelley**
Council Member



**Mike Mendez**
Council Member



**Leonard Shryock**
Council Member



City of
NORWALK

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