

City of **DOWNEY**
Future Unlimited



2012



SEIZING OUR FUTURE
Downey City Council Goals and Priorities

2012 City Council Goals & Priorities



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2012 City Council Goals & Priorities



Introduction

In January 2012, Mayor Roger Brossmer convened a priority-setting session for the Downey City Council. It was critical to articulate and focus the City Council members' overarching goals for the city in light of ongoing economic challenges and the recent devastating cuts in funding due to State and Federal government activities.

This is the strategic planning document developed by City Staff to implement the Council's priorities. Each priority is accompanied by an objective and a plan for addressing the priority. Also included are specific projects, policies, programs and services which comprise the work plan for the City's departments and divisions in executing the City Council's 2012 Strategic Priorities.

The document also serves as the accountability template for measuring the progress of implementation of the Council's priorities. A bi-monthly report from the City Manager to Council will detail the incremental progress and Priorities Report will be issued in January 2013 to outline the accomplishments, initiatives and next steps.



2012 City Council Goals & Priorities



Values

Collaboration

COLLABORATION – working across disciplines, industries and leadership levels to achieve a common purpose

Credibility

CREDIBILITY – earning the trust and reliance of others through consistent, accurate service and performance

Excellence

EXCELLENCE - operating with conscientious, professional standards of service

Integrity

INTEGRITY – adhering to strong ethical values

Passion

PASSION – an enthusiastic, proactive commitment to public service

Respect

RESPECT – courtesy and esteem in the fair treatment of all individuals

2012 City Council Goals & Priorities



Mission

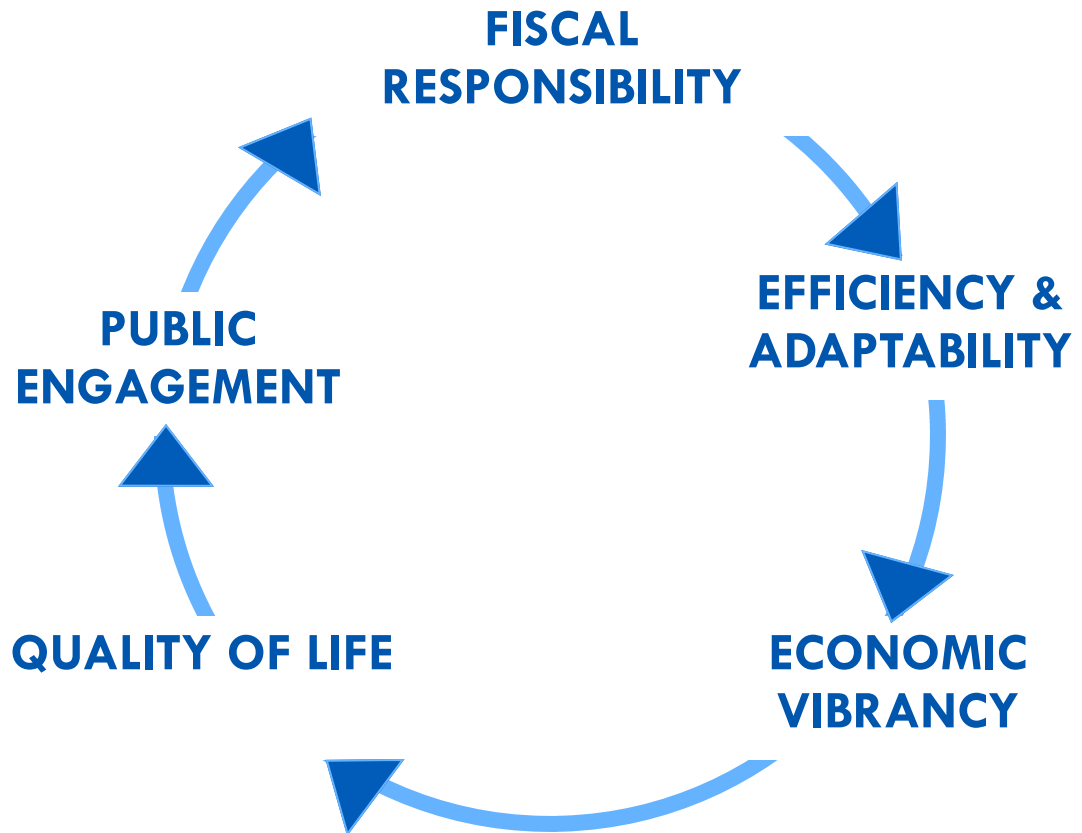
Continuously improve the quality of life for which the City of Downey is known by providing the best possible service to residents, businesses and each other in a professional, ethical, and responsible manner.



2012 City Council Goals & Priorities



Council Priorities



2012 City Council Goals & Priorities



Work Plan

Priority: FISCAL RESPONSIBILITY

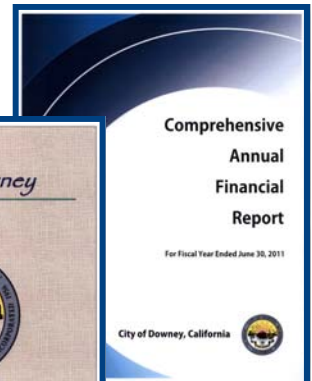
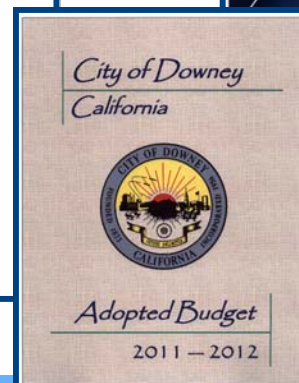
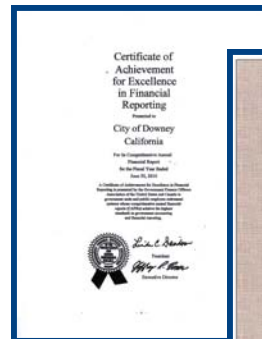
Objective: Adopt a Sustainable Budget

PROJECTS

- Provide frequent financial updates to City Council
- Quarterly report on litigation status, costs and representation
- Initiate legal fee recovery program
- Evaluate bonds and potential refinancing options
- Implement cost-saving voluntary employee early retirement program
- Recover emergency medical service costs
- Study cost allocation for maintenance and use of sports fields
- Explore outside sponsorship opportunities for parks, Space Center and community events
- Pursue outside funding for Master Planning efforts
- Provide cost analysis of Code Enforcement Options

PLAN

- Institute a 5-year financial forecasting cycle
- Protect City's financial reserves
- Complete fair, transparent and cooperative negotiations with bargaining units
- Provide Council with options for service optimization and cost reductions
- Investigate opportunities to maximize cost recovery rates and foster division & community partnerships



2012 City Council Goals & Priorities



Work Plan

Priority: **EFFICIENCY & ADAPTABILITY**

Objective: Streamline Operations and Serve Community Needs

PROJECTS

- Focus operations on being business-friendly (i.e.: Business Advocate)
- Evaluate cost and time-saving technology alternatives for current operations
- Develop city-wide equipment database to reduce costs and maximize use of resources
- Optimize transit operations
- Streamline legal fees and services for all City Departments
- Evaluate and streamline claims processing
- Develop and centralize legal communications process among departments
- Restructure Housing Division
- Streamline public records request process
- Implement comprehensive database for street pavement projects

PLAN

- **Streamline operations through a teamwork approach**
- **Employ technology to increase efficiency**
- **Adapt, consolidate and/or reinvent existing services to better serve resident and business needs**



2012 City Council Goals & Priorities



Work Plan

Priority: **ECONOMIC VIBRANCY**

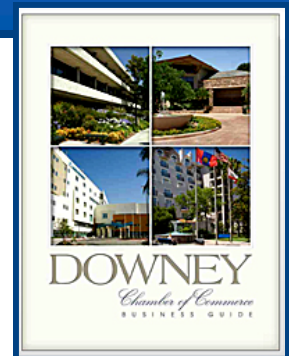
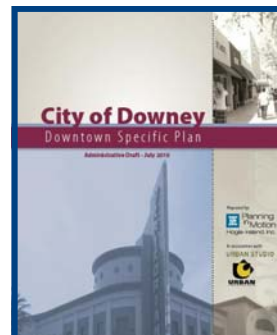
Objective: Grow local businesses and sales tax base

PROJECTS

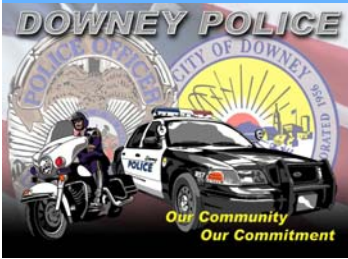
- Roll out the City Branding program to further promote Downey
- Create a “One-Stop Shop” for opening a business in Downey
- Provide frequent updates on new developments and opportunities
- Articulate and promote local economic priorities
- Performance-based contract between the City and the Chamber of Commerce
- Create medical specific plan area
- Identify top industrial uses in the City

PLAN

- Implement the Tierra Luna project
- Help the medical industry grow
- Address incentives for local business purchases
- Encourage County development of Rancho South Campus
- Continue Downtown Downey development momentum
- More effective partnership with Chamber of Commerce to promote local businesses and attract new jobs



2012 City Council Goals & Priorities



Work Plan

Priority: **QUALITY OF LIFE**

Objective 1: Provide for Public Safety

PROJECTS

- Ensure quality customer service and public safety
- Update Multi-Hazard Function Plan (Emergency Preparedness Manual)
- Implement Crime Impact Team (including roaming Bicycle Patrol Officers)
- Deter vehicle property thefts with 3rd Row Seat Registration
- Research Reserve Officer Program
- Pursue license plate reader cost-sharing agreement with Stonewood
- Support Internet Crimes Against Children Team
- Develop Return Home Registry

PLAN

- Augment existing crime prevention strategies with additional no-cost and low-cost methods
- Transition Emergency Preparedness responsibilities to the Fire Department
- Investigate cost-neutral service enhancements



2012 City Council Goals & Priorities



Work Plan

Priority: **QUALITY OF LIFE**

Objective 2: Enhance Neighborhoods, Parks and Streets

PROJECTS

- Coordinate collaborative property inspections
- Institute Two-Year Public Works Projects Lists (CIP Plans) and work toward Five-Year Plan
- Research cost/methods of developing a Vacant and Foreclosed Property Registration database
- Hold workshop on Facilities and Park Master Planning

PLAN

- Maximize opportunities for private sponsorship of public improvement projects
- Fully implement Columbia Memorial Space Center
- Develop Master Plan and Funding Plan for street, lighting, landscaping and park improvements



2012 City Council Goals & Priorities



Work Plan

Priority: PUBLIC ENGAGEMENT

Objective: Enhance Cultural & Health Engagement and Public Information

PROJECTS

- Community Branding
- Increase opt-ins for Everbridge notification subscription
- Roll-out Nextdoor.com tool
- Expand Social Media use
- Create City YouTube Channel
- Online access to Public Works Project List (CIP Plan)
- Identify cost-neutral ways to continue hosting art walks, Taste of Downey and other cultural events

PLAN

- Expand use of information channels to inform residents and businesses
- Instill Service-Oriented Philosophy
- Foster Community's Tech-Savvy Image
- Highlight municipal improvements and business openings
- Incorporate "healthy living" attributes in annual city events



2012 CITY COUNCIL GOALS AND PRIORITIES

Priority Detail by Department

CITY ATTORNEY'S OFFICE

<ul style="list-style-type: none"> ○ Develop & Centralize Legal Communications Process with Departments <ul style="list-style-type: none"> ● Work with departments to get copied on written correspondence on litigation matters or otherwise receive updates from departments. ○ Evaluate/Streamline Claims Processing <ul style="list-style-type: none"> ● Work with Risk Manager to be kept up to date on claims that result in litigation. ● Oversee/ supervise the litigation of claims ○ Streamline Legal fees/services for Departments 	<p>Efficiency and Adaptability</p>
<ul style="list-style-type: none"> ○ Initiate Legal Cost Recovery Program <ul style="list-style-type: none"> ● Incorporation of City Attorney cost in upcoming city-wide fee study. ○ Quarterly Report on Litigation Status, Costs and Representation 	<p>Fiscal Responsibility</p>

CITY CLERK'S OFFICE

<ul style="list-style-type: none"> ○ Investigate Cost/Time-saving Technology Alternatives <ul style="list-style-type: none"> ● Ethics training tracking process ● Electronic tracking of city agreements ● Investigate cost-saving alternatives for web streaming council meetings ● Mostly-paperless municipal code updates ○ Streamline Public Records Requests <ul style="list-style-type: none"> ● Establish email retention policy ● Internal handling policy ● External handling procedures ● Laser fiche System – improve public & staff access to records 	<p>Efficiency and Adaptability</p>
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2012 CITY COUNCIL GOALS AND PRIORITIES

Priority Detail by Department

CITY MANAGER'S OFFICE

<ul style="list-style-type: none"> ○ Improve Public Communications ○ Social Media Channels ○ Ribbon Cuttings ○ Website Administration 	Public Engagement
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COMMUNITY DEVELOPMENT

<ul style="list-style-type: none"> ○ Articulate and promote Local Economic Priorities <ul style="list-style-type: none"> ● Create Red Team to inventory top employers & revenue producers ● Create Medical Specific Plan Area ○ Provide frequent updates on new developments and opportunities <ul style="list-style-type: none"> ● Tierra Luna Regular Updates ● Quarterly Meetings with Brokers ● Create economic development website ○ Performance-based contract between City and Chamber of Commerce <ul style="list-style-type: none"> ● Identify resources for Chamber modernization ○ Identify top industrial uses in the City ○ Roll out the City Branding program to further promote Downey ○ Create a “One-Stop Shop” for opening a business in Downey 	Economic Vibrancy
<ul style="list-style-type: none"> ○ Focus Operations on being business-friendly (i.e., Business Advocate) ○ Restructure Housing Division 	Efficiency and Adaptability
<ul style="list-style-type: none"> ○ Community Branding ○ Identify cost-neutral ways to continue hosting Art Walks, Taste of Downey and other cultural events. 	Public Engagement
<ul style="list-style-type: none"> ○ Neighborhood Safety & Preservation <ul style="list-style-type: none"> ● Research cost/methods of developing a Vacant/Foreclosed Property Registration Database ● Coordinate collaborative property inspections 	Quality of Life

2012 CITY COUNCIL GOALS AND PRIORITIES

Priority Detail by Department

FINANCE

<ul style="list-style-type: none">○ Provide frequent financial updates to City Council○ Evaluate Bonds and Potential Refinancing Options○ Implement Cost-Saving Voluntary Employee Early Retirement Plan	Fiscal Responsibility
<ul style="list-style-type: none">○ Evaluate cost-saving and time-saving technology alternatives for current operations<ul style="list-style-type: none">● Online payment capability (Water bills, fees, permits, class registration, etc.)● Review of payroll process & workflow	Efficiency and Adaptability

FIRE DEPARTMENT

<ul style="list-style-type: none">○ Recover Emergency Medical Service Costs	Fiscal Responsibility
<ul style="list-style-type: none">○ Increase opt-ins for Everbridge Subscription	Public Engagement
<ul style="list-style-type: none">○ Enhance Emergency Preparedness<ul style="list-style-type: none">● Update Multi-Hazard Function Plan/Emergency Preparedness Manual○ Ensure Quality Customer Service & Public Safety<ul style="list-style-type: none">● Post-incident Site Visits/follow-ups	Quality of Life

2012 CITY COUNCIL GOALS AND PRIORITIES

Priority Detail by Department

PARKS AND RECREATION

<ul style="list-style-type: none">○ Optimize Transit Operations○ Develop city-wide equipment database to reduce costs and maximize use of resources	Efficiency and Adaptability
<ul style="list-style-type: none">○ Explore outside sponsorship opportunities for parks, Space Center, and community events○ Study cost allocation for maintenance and use of sports fields	Fiscal Responsibility
<ul style="list-style-type: none">○ Foster Community's Tech-Savvy Image<ul style="list-style-type: none">● Consider Geo-caching program● Expand social media use● Create a City You Tube channel○ Instill Service-Oriented Philosophy<ul style="list-style-type: none">● Expectations/staff training● Mobile Community Outreach (e.g.: Programs such as "recreation in a box")	Public Engagement

2012 CITY COUNCIL GOALS AND PRIORITIES

Priority Detail by Department

POLICE DEPARTMENT

<ul style="list-style-type: none"> ○ Cost Analysis of Parking Enforcement Options <ul style="list-style-type: none"> ● Determine yearly revenue generated by Parking Enforcement Officers 	Fiscal Responsibility
<ul style="list-style-type: none"> ○ Roll out Nextdoor.com tool 	Public Engagement
<ul style="list-style-type: none"> ○ Develop Alternative Crime Prevention Tools <ul style="list-style-type: none"> ● Implement Crime Impact Team (incl. roaming Bicycle Patrol Officers) ● Deter vehicle property thefts with 3rd Row Seat Registration ● Research Reserve Officer Program ● Pursue license plate reader cost-sharing agreement with Stonewood ● Support Internet Crimes Against Children Team ● Develop Return Home Registry 	Quality of Life

PUBLIC WORKS

<ul style="list-style-type: none"> ○ Implement Comprehensive Database for Street Pavement Projects 	Efficiency and Adaptability
<ul style="list-style-type: none"> ○ Pursue Outside Funding for Master Planning Efforts 	Fiscal Responsibility
<ul style="list-style-type: none"> ○ Online access to Public Works Project List (CIP Plan) 	Public Engagement
<ul style="list-style-type: none"> ○ Institute Two-Year Public Works Project Lists (CIP Plans) and work toward Five-Year Plan ○ Hold Workshop on Facilities and Park Master Planning 	Quality of Life