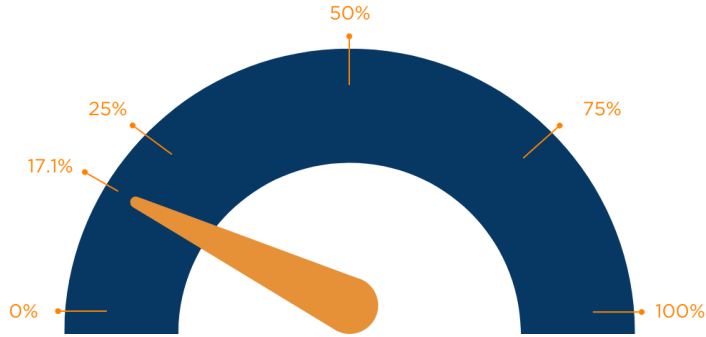


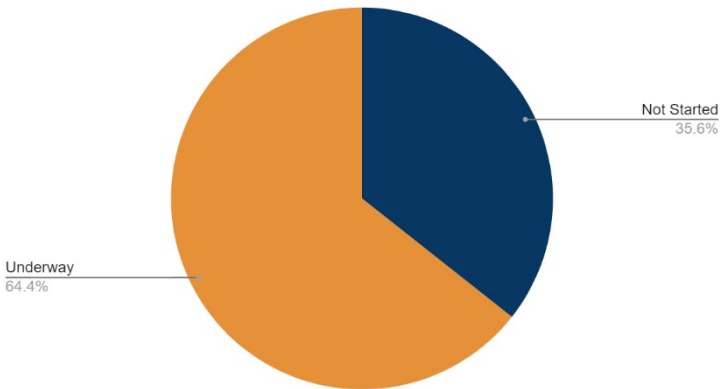
## Fiscal Year 2024-2025 1<sup>st</sup> Quarter Report (July 2024 – September 2024)

### Strategic Plan

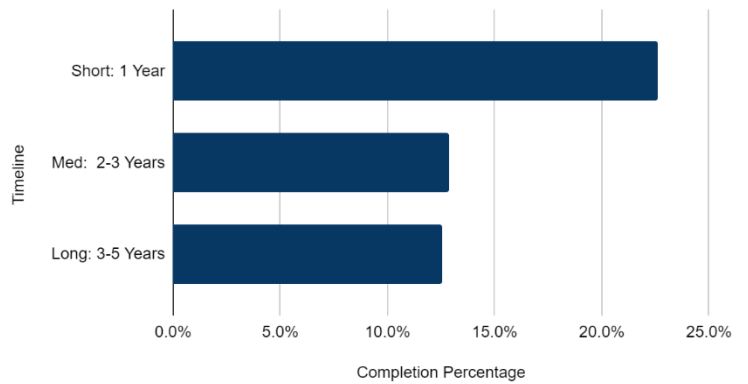
Completion Percentage  
As of September 2024



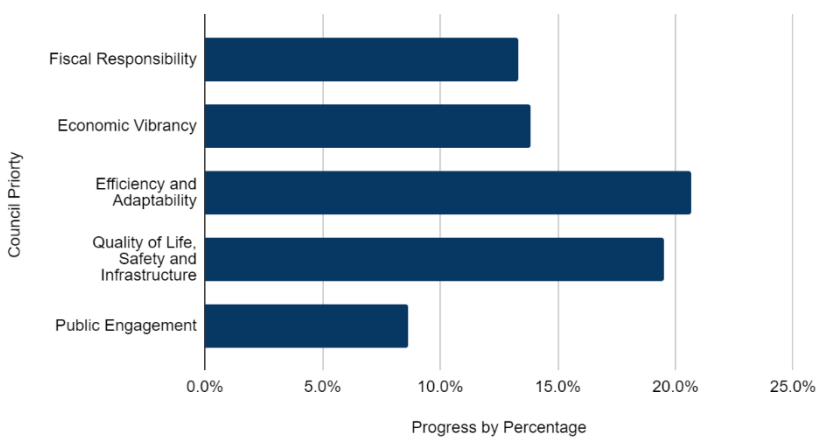
Strategic Plan Actions by Status



Completion Percentage by Action Timeline



Completion Percentage by Council Priority



No.	Action	Goal/Council Priority	Timeline	Status	Percent Complete
1.1.1	Review the City's financial policies to ensure they align with best practices and implement measures to achieve consistency.	1. Fiscal Responsibility	Med: 2-3 Years	Underway	15%
1.1.2	Revise the procurement policy to include guidelines for using and promoting the CAL-card program to ensure efficiencies with purchasing.	1. Fiscal Responsibility	Med: 2-3 Years	Underway	5%
1.1.3	Implement improvements to purchasing practices and procedures to align with procurement requirements.	1. Fiscal Responsibility	Med: 2-3 Years	Underway	10%
1.2.1	Hire fundraising consultant and establish CMSC fundraising campaign	1. Fiscal Responsibility	Short: 1 Year	Underway	50%
1.2.2	Identify opportunities to diversify the City's revenue base to enhance resilience and contribute to long-term growth.	1. Fiscal Responsibility	Short: 1 Year	Not Started	0%
1.2.3	Evaluate City department operations to maximize efficiencies.	1. Fiscal Responsibility	Short: 1 Year	Not Started	0%
2.1.1	Develop and Implement an Economic Development Strategic Plan that addresses economic development opportunities, business attraction, and retention to support economic resiliency and sectors that contribute to high paying jobs.	2. Economic Vibrancy	Med: 2-3 Years	Underway	10%
2.1.2	Continue partnership with the Chamber of Commerce to initiate a small business outreach program to assess needs and identify opportunities to provide resources to support businesses.	2. Economic Vibrancy	Short: 1 Year	Underway	25%
2.1.3	Align corridor improvement projects with other City initiatives, planning efforts, and Capital Improvement Projects to continue to spur economic development.	2. Economic Vibrancy	Long: 3-5 Years	Not Started	0%
2.2.1	Explore feasibility of an incentive program to attract and retain businesses.	2. Economic Vibrancy	Short: 1 Year	Underway	10%
2.2.2	Review the feasibility to fund and establish a program to support small businesses with improvements such as façade improvements.	2. Economic Vibrancy	Med: 2-3 Years	Underway	10%
2.2.3	Develop a method to track development project review times across all departments.	2. Economic Vibrancy	Short: 1 Year	Underway	5%
2.2.4	Attract unique and sought-after small businesses that provide goods and services that enhance the quality of life for residents and contribute to the overall value of the City	2. Economic Vibrancy	Med: 2-3 Years	Underway	10%
2.2.5	Develop a plan to attract premier grocery stores to the City.	2. Economic Vibrancy	Med: 2-3 Years	Underway	50%
2.3.1	Update the City's General Plan, including the Housing, Land Use, Circulation, Design, Conservation, Noise, Open Space, Safety, and Economic Development Elements, and adopt and Environmental Justice Element in accordance with State Requirements.	2. Economic Vibrancy	Med: 2-3 Years	Underway	4%
2.3.2	Identify opportunities to redevelop the former NASA/Vultee site and include programming that honors the City's local history.	2. Economic Vibrancy	Med: 2-3 Years	Not Started	0%
2.3.3	Identify measures to advance the development of the Rancho South Campus.	2. Economic Vibrancy	Short: 1 Year	Not Started	0%
2.3.4	Work to continue to guide the development of the remaining property at the Promenade ("Back20") to enhance business offerings.	2. Economic Vibrancy	Short: 1 Year	Underway	75%
2.3.5	Collaborate with developers to design and build projects that align with the aesthetic and charm of the community.	2. Economic Vibrancy	Med: 2-3 Years	Underway	8%
2.3.6	Develop and promote a comprehensive Historical Context Statement to foster appreciation for the City's heritage and guide future development in alignment with its historical legacy.	2. Economic Vibrancy	Med: 2-3 Years	Underway	10%
2.3.7	Collaborate with developers to increase the City's housing supply while preserving charm and character, and ensuring a cohesive design that meets the community's needs.	2. Economic Vibrancy	Short: 1 Year	Underway	25%
2.3.8	Explore opportunities to promote walkability and connectivity of the City's commercial retail centers.	2. Economic Vibrancy	Med: 2-3 Years	Underway	10%

No.	Action	Goal/Council Priority	Timeline	Status	Percent Complete
2.3.9	Explore opportunities to leverage the City's biomedical industry further to attract healthcare professionals and cement the City as a biomedical hub in the Gateway Region.	2. Economic Vibrancy	Long: 3-5 Years	Not Started	0%
2.4.1	Include strategies in the Economic Development Strategic Plan that create opportunities for a successful City town center for residents and visitors alike.	2. Economic Vibrancy	Med: 2-3 Years	Not Started	0%
2.4.2	Develop a public right of way improvement plan that identifies strategies to invest in urban design interventions to create experiential spaces and activation of the City's town center.	2. Economic Vibrancy	Med: 2-3 Years	Not Started	0%
2.4.3	Attract new businesses offerings geared towards the youth and young adults in the City.	2. Economic Vibrancy	Short: 1 Year	Underway	25%
3.1.1	Implement a new Enterprise Resource Planning system and continue monitoring its effectiveness and responsiveness to the City's needs.	3. Efficiency & Adaptability	Med: 2-3 Years	Underway	10%
3.1.2	Identify and implement Agenda Management Software to streamline the Agenda management process.	3. Efficiency & Adaptability	Short: 1 Year	Underway	20%
3.1.3	Conduct research to inform Crime Analysis Unit best practices to build Police Department staff capacity.	3. Efficiency & Adaptability	Short: 1 Year	Underway	50%
3.1.4	Explore feasibility of expanding payment options to provide centralized, self-service options including online, phone, kiosk, Apps, and others.	3. Efficiency & Adaptability	Med: 2-3 Years	Underway	5%
3.1.5	Enhance interdepartmental and interagency coordination and apply a systematic approach to interdepartmental coordination of code enforcement processes.	3. Efficiency & Adaptability	Short: 1 Year	Underway	50%
3.1.6	Implement a Strategic Plan work plan and consistently review progress and benchmarks during Department Director meetings with the City Manager.	3. Efficiency & Adaptability	Short: 1 Year	Underway	25%
3.2.1	Evaluate staff recruitment and retention efforts.	3. Efficiency & Adaptability	Med: 2-3 Years	Underway	50%
3.2.2	Assess and refine staff training program(s) to ensure all staff have access to relevant tools, best practices, standards, and methods to successfully do their jobs.	3. Efficiency & Adaptability	Med: 2-3 Years	Underway	15%
3.2.3	Establish a professional development program that includes relevant and appropriate training and education for full and part-time staff to achieve their goals.	3. Efficiency & Adaptability	Long: 3-5 Years	Underway	50%
3.2.4	Create an organizational succession plan that identifies opportunities for promoting talent within the organization.	3. Efficiency & Adaptability	Med: 2-3 Years	Not Started	0%
3.2.5	Assess staffing levels across all departments and create a staffing plan to ensure the City has adequate capacity to deliver services and programs.	3. Efficiency & Adaptability	Med: 2-3 Years	Not Started	0%
3.3.2	Evaluate and enhance team-building activities and events that promote interaction and encourage socialization between staff across different departments.	3. Efficiency & Adaptability	Short: 1 Year	Underway	20%
3.3.3	Design and implement a staff recognition and appreciation program and ensure cross-departmental collaboration to ensure equitable representation across staff at all levels and departments.	3. Efficiency & Adaptability	Med: 2-3 Years	Not Started	0%
3.4.1	Research, evaluate, and develop a technology investment plan aimed at tools to improve the effectiveness, safety, and efficiency of first responders' operations.	3. Efficiency & Adaptability	Med: 2-3 Years	Not Started	0%
3.4.2	Expand the use of technology used by first responders to other departments through training or sharing of resources.	3. Efficiency & Adaptability	Med: 2-3 Years	Underway	75%
3.4.3	Enhance the City's cyber security posture.	3. Efficiency & Adaptability	Med: 2-3 Years	Not Started	0%
3.4.4	Evaluate the City's network capabilities.	3. Efficiency & Adaptability	Short: 1 Year	Not Started	0%
3.4.5	Expand the Paramedic Subscription enrollment program to serve a larger number of residents.	3. Efficiency & Adaptability	Med: 2-3 Years	Underway	50%

No.	Action	Goal/Council Priority	Timeline	Status	Percent Complete
3.4.6	Assess opportunities to integrate Artificial Intelligence (AI) into all departments to enhance responsiveness and maximize staff capacity to address public services and requests while ensuring appropriate controls are in place.	3. Efficiency & Adaptability	Med: 2-3 Years	Underway	5%
3.4.7	Conduct and establish a process for ongoing assessment of external and internal IT systems, software, and programming.	3. Efficiency & Adaptability	Short: 1 Year	Not Started	0%
3.4.8	Develop a new City website.	3. Efficiency & Adaptability	Med: 2-3 Years	Underway	15%
3.4.9	Research and select a new City service request system to replace the City app.	3. Efficiency & Adaptability	Short: 1 Year	Underway	30%
3.4.10	Explore options for the establishment of a new contract management system.	3. Efficiency & Adaptability	Med: 2-3 Years	Underway	5%
4.1.1	Enhance security monitoring at City facilities.	4. Quality of Life	Short: 1 Year	Not Started	
4.1.10	Update the City's Homelessness Plan.	4. Quality of Life	Short: 1 Year	Not Started	0%
4.1.2	Pursue and complete Fire Service Accreditation and establish a Strategic Plan for the Fire Department in the process.	4. Quality of Life	Med: 2-3 Years	Underway	1%
4.1.3	Identify places in the City that require improved street lighting for improved public safety and develop a long-term installation plan.	4. Quality of Life	Med: 2-3 Years	Underway	75%
4.1.4	Establish a high school program that introduces students to fire protection career opportunities to create a potential pipeline for new hires.	4. Quality of Life	Short: 1 Year	Underway	75%
4.1.5	Establish a multi-disciplinary/interdepartmental team to increase effectiveness and improve coordination of City response to the needs and impacts of the homeless.	4. Quality of Life	Short: 1 Year	Underway	50%
4.1.6	Assess Police Department staffing and operations and implement recommendations as feasible.	4. Quality of Life	Short: 1 Year	Underway	80%
4.1.7	Address vehicular speeding Citywide through traffic calming, officer visibility, and an education campaign that addresses driver awareness and reduces accidents.	4. Quality of Life	Med: 2-3 Years	Underway	25%
4.1.8	Develop and implement a proactive program aimed at addressing homelessness that produces a consistent decrease in the annual homelessness count.	4. Quality of Life	Long: 3-5 Years	Underway	8%
4.1.9	Continue advocating for state and federal legislation that addresses public safety concerns and bolsters the Downey Police Department, while also securing funding to assist in addressing critical public safety needs within our community.	4. Quality of Life	Short: 1 Year	Underway	25%
4.2.1	Prepare and execute the City's Alley Rehabilitation plan.	4. Quality of Life	Long: 3-5 Years	Underway	5%
4.2.13	Enhance the visual appeal of main thoroughfares and freeway on/off ramps in the City by establishing regular maintenance schedules with Caltrans and exploring the feasibility of implementing a proactive street maintenance team.	4. Quality of Life	Long: 3-5 Years	Not Started	0%
4.2.2	Complete the construction of Areas 3, 5, 6, and 7 of the Residential Street Pavement Rehabilitation Project.	4. Quality of Life	Short: 1 Year	Underway	25%
4.2.3	Complete design and construction of Firestone Blvd. stormwater dry well improvements.	4. Quality of Life	Short: 1 Year	Underway	25%
4.2.4	Create a sidewalk installation program.	4. Quality of Life	Long: 3-5 Years	Underway	50%
4.2.5	Promote the Utility Undergrounding plan to beautify the City and ensure this is a consistent and ongoing effort.	4. Quality of Life	Short: 1 Year	Underway	5%
4.2.6	Identify new strategies to improve traffic management throughout the City.	4. Quality of Life	Med: 2-3 Years	Not Started	0%
4.2.7	Complete design of City-wide PFAS water treatment system.	4. Quality of Life	Short: 1 Year	Underway	10%

No.	Action	Goal/Council Priority	Timeline	Status	Percent Complete
4.2.8	Complete design and begin construction of Furman Park Stormwater Capture and Infiltration Improvements.	4. Quality of Life	Med: 2-3 Years	Not Started	0%
4.2.9	Identify opportunities to promote economic development to enhance connectivity to the Southeast Gateway Line.	4. Quality of Life	Med: 2-3 Years	Underway	10%
4.2.10	Leverage the 2028 Olympics to attract visitors to Downey.	4. Quality of Life	Med: 2-3 Years	Underway	10%
4.2.11	Create an improvement plan that improves the aesthetics of the City's primary gateways.	4. Quality of Life	Med: 2-3 Years	Not Started	0%
4.2.12	Explore the feasibility of expanding programs that provide assistance to low-income residents with exterior improvements to their homes, including landscaping.	4. Quality of Life	Short: 1 Year	Underway	15%
4.3.1	Develop a facility Parks and Recreation needs assessment to inform a City facilities improvement plan.	4. Quality of Life	Med: 2-3 Years	Not Started	0%
4.3.2	Complete the Rio San Gabriel Park Improvements Project.	4. Quality of Life	Med: 2-3 Years	Underway	25%
4.3.3	Explore the feasibility of a coffee and snack stand on the north patio of the Downey Library.	4. Quality of Life	Short: 1 Year	Underway	20%
4.3.4	Construct a second dog park at Golden Park.	4. Quality of Life	Short: 1 Year	Underway	25%
4.3.5	Complete the design and begin the construction of the Space Center expansion project and restore the Space Shuttle.	4. Quality of Life	Short: 1 Year	Underway	75%
4.3.6	Construct the Community Garden at Rio San Gabriel Park and implement operating procedures.	4. Quality of Life	Med: 2-3 Years	Underway	50%
4.3.7	Complete the revamp of the Challenger Learning Center.	4. Quality of Life	Short: 1 Year	Underway	25%
4.3.8	Implement the updated Space Center Strategic Plan to align with the new construction model and reflect the needs of the new Columbia Memorial Space Center.	4. Quality of Life	Short: 1 Year	Underway	25%
4.3.9	Explore the feasibility of the development of a new Community Center.	4. Quality of Life	Med: 2-3 Years	Not Started	0%
4.3.10	Research a location for a splash pad at a City park.	4. Quality of Life	Short: 1 Year	Not Started	0%
4.3.11	Provide Passport services at the library.	4. Quality of Life	Short: 1 Year	Underway	25%
4.3.12	Explore additional recreational opportunities at the southern end of Wilderness Park.	4. Quality of Life	Med: 2-3 Years	Not Started	0%
4.3.13	Seek local, state, and federal funding sources to construct new restroom facilities at Rio San Gabriel Park.	4. Quality of Life	Med: 2-3 Years	Not Started	0%
4.3.14	Explore funding and methods to expand Wifi at City parks.	4. Quality of Life	Short: 1 Year	Underway	10%
4.4.1	Develop an Arts Master Plan.	4. Quality of Life	Short: 1 Year	Not Started	0%
4.4.2	Expand summer camp and early childhood programs to meet community demand.	4. Quality of Life	Med: 2-3 Years	Underway	25%
4.4.3	Expand community event offerings to include regional events.	4. Quality of Life	Med: 2-3 Years	Not Started	0%
4.4.4	Explore creative visual and cultural arts offerings that provide unique experiences while utilizing existing community facilities such as the theatre.	4. Quality of Life	Long: 3-5 Years	Not Started	0%
5.1.1	Create a social media campaign to engage the public in the meaningful work of law enforcement in the community.	5. Public Engagement	Short: 1 Year	Underway	50%
5.1.2	Create a Teen Advisory Board for the Library.	5. Public Engagement	Short: 1 Year	Underway	10%
5.1.3	Expand Multilingual and ASL programming collections at the Library.	5. Public Engagement	Med: 2-3 Years	Underway	25%

No.	Action	Goal/Council Priority	Timeline	Status	Percent Complete
5.1.4	Launch the Downey Library patron app.	5. Public Engagement	Short: 1 Year	Underway	10%
5.1.5	Create a City campaign that celebrates and expresses the City's identity and history of the community.	5. Public Engagement	Short: 1 Year	Not Started	0%
5.1.6	Expand the Spend Local Campaign to enhance exposure of local businesses, educate the public on the economic benefits of local spending, and ultimately strengthen Downey's economy and community resilience.	5. Public Engagement	Med: 2-3 Years	Not Started	0%
5.1.7	Review and assess the effectiveness of the Space Center branding to identify potential revisions or updates.	5. Public Engagement	Med: 2-3 Years	Not Started	0%
5.2.1	Establish systems to ensure all City information, literature, and outreach is engaging and responds to the communication needs of residents of all abilities.	5. Public Engagement	Short: 1 Year	Not Started	0%
5.2.2	Complete a Community Satisfaction Survey to monitor community support and satisfaction of Strategic Plan outcomes and to objectively gather community opinions, preferences, and satisfaction of City services.	5. Public Engagement	Long: 3-5 Years	Not Started	0%
5.2.3	Ensure the City is telling its story and leverage social media platforms.	5. Public Engagement	Short: 1 Year	Not Started	0%
5.2.4	Develop an outreach and engagement strategy to determine if services are addressing the needs of Downey's diverse community including families, younger age residents, and retirees.	5. Public Engagement	Med: 2-3 Years	Not Started	0%