



2025-27 STRATEGIC PLAN

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Completed March 2025



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Executive Summary

Purpose of Strategic Planning

Strategic planning is a common best practice for effective governance, providing organizations with clear goals, success benchmarks and a unified direction. In city government, this process is especially vital, as elected leaders set priorities and empower city staff to implement them, ultimately delivering results for the community.

A well-structured strategic planning process benefits both city council and staff. It helps council members reconcile competing priorities, align on a shared vision and provide clear direction to city staff. It allows city managers to hear from all council members on their shared mission. The result is an aligned organization with a well-defined vision guiding operations and budget priorities.

Beyond setting goals, strategic planning establishes a framework for measuring progress. By identifying tactical steps to achieve each goal, cities can track outcomes and provide ongoing updates to the city council and community.

Terminology

To create a uniform understanding of key terms used throughout the report, the following explanations are offered:

Mission	What is Bellflower's overarching purpose?
Goals	How will Bellflower deliver on the mission?
Objectives	What measurable outcomes support achieving each goal?
Tactical Steps	What are the actionable steps to accomplish each objective?

The Mission statement serves as the guidepost to the strategic planning process, as it helps set meaningful City Council goals that are not only actionable but also reflective of the organization's identity. Bellflower's mission is:

“To protect and enrich the quality of life, to make Bellflower an excellent place to live, work and play.”

Goals can be described as the 5% of initiatives that extend beyond the City's routine services, which will continue uninterrupted. By establishing goals, the Council provides clear direction on how to allocate or bolster the City's available staff capacity, ensuring resources are focused on initiatives that drive the greatest impact for the community.

Strategic Planning Process

The City of Bellflower engaged Tripepi Smith to lead its strategic planning process for FY 2025-27 and beyond. The process included the following:

Deliverable	Date
Kick-Off Call <i>with the City Manager</i>	October 23, 2024
City Council Online Questionnaire	October/November
City Council One-on-One Interviews	November
City Council Strategic Planning Workshop <i>to discuss goals and objectives</i>	January 16, 2025
Planning Session <i>with City Staff to strategize tactical steps</i>	February 18, 2025 February 27, 2025
City Council meeting <i>to review and adopt the Strategic Plan</i>	March 10, 2025

Following strategy calls with the City Manager and one-on-one conversations with each Bellflower City Council member, Tripepi Smith identified consolidated concerns and priorities and presented four goals at a special meeting of the City Council the City's executive staff held on January 16, 2025. The City Council discussed and revised the proposed goals, agreeing upon five goals with revised objectives.

On February 18 and February 27, Tripepi Smith met with the City's executive staff to discuss a work plan for each goal, as seen in the Tactical Steps columns below. The consensus around those goals and tactical steps is the basis for this report.

City Council Goals

Goal #1: Enhance Public Safety

Bellflower will be a safe and secure city

Objectives		Tactical Steps
1.1	Strengthen partnership between the City and the County Sheriff.	Report bi-annually on prosecutions and Prop 36 changes, including arrest and charge numbers.
		Connect Bellflower deputies and Sheriff personnel to various community organizations (i.e. Chamber of Commerce, Service clubs, etc.).
1.2	Improve community education and transparency in relation to public safety efforts.	Conduct overarching Citywide Communications Assessment (See Goal 2).
		Coordinate and deliver timely and informative messaging of safety tips, significant arrests, code enforcement and homeless outreach efforts across the City's communication channels.
		Provide quarterly informational public safety updates to the community.
		Produce short format informational videos on public safety efforts and public participation.
		Continue to provide public safety-centered educational events (National Night Out, etc.).
1.3	Encourage resident awareness and reporting to help them be partners in addressing crime, disaster preparation and blight issues.	Highlight "Station Cities JPA" efforts to address regional public safety.
		Explore the use of a platform to deliver push-messaging to residents (in conjunction with a broader Citywide communications assessment).
		Assess the use or expansion of Nixle or similar service (in conjunction with a broader Citywide communications assessment).
		Distribute messaging to encourage resident participation in CERT Programs.
		Encourage positive property maintenance and decoration by expanding holiday decoration awards to include

		Halloween.
		Consider establishment of business and residential beautification awards to highlight positive changes.
1.4	Determine the location, design, programming and execution of a new public safety building.	Include Phase 1 design of Bank of the West building as a potential safety building substation in the 2025-26 budget and begin planning for construction.
1.5	Finalize and implement public safety assessment recommendations.	Establish a prioritization plan and identify funding sources for recommendations included in the assessment.
		Bring implementation of BEAST Team to Council for consideration.
1.6	Build a reputation through communication and action that Bellflower is tougher on crime than peer cities.	Develop a coordinated messaging plan to highlight City and Sheriff efforts, including highlighting arrests and enforcement action.
		Highlight Bellflower's proactive efforts (i.e. homelessness efforts, Caltrans and other agency efforts).
1.7	Develop a list of community resources for addressing addiction and related challenges and better engage with partnership to offer a spectrum of solutions for crime elements.	Identify existing community organizations, service clubs and non-profits.
		Facilitate connections among community organizations, such as Little House, Kingdom Causes and service clubs.
		Host bi-annual homeless services coordination meetings.
		Foster relationships with County and other external government resources for support.
1.8	Set a direction to tap into Measure A funds and other available funding sources to support programming that addresses homelessness challenges in the city.	Develop an implementation plan for Measure A Local Solutions funding.
		Actively seek funding through other aspects of Measure A along with other available County and State funding to help address Bellflower's needs.
		Develop a list of upcoming and potential housing and homelessness projects for future applications for support through LACAHS.
1.9	Aggressively work to	Establish dedicated homeless outreach and encampment

	address homeless population areas in the City, including spaces outside city jurisdiction to reduce the homeless population in the city.	enforcement team modeled on the City of Norwalk's HOPE Team.
		Finalize and expand JPA (or alternative structure) with the City of Cerritos to allow for enforcement in the riverbed area.
1.10	Solidify emergency preparedness training among staff, ensure a degree of self-reliance after a disaster and communicate plan to the public.	Finalize and adopt a hazard mitigation plan.
		Provide training for all levels of staff on EOC and disaster service roles.
		Conduct at least one annual Emergency Operations Center (EOC) drill.

Goal #2: Increase Public Outreach, Education and Connection

Bellflower will be an open and connected City that tells its story

Objectives		Tactical Steps
2.1	Explore communication methods that reach multi-generations with focus on most effective methods.	Conduct a Citywide communications assessment to measure effectiveness of the City's digital and hard copy communications.
2.2	Explore tools for connecting residents to each other and to the City.	Produce and publish a budget brief focused on priority funding areas.
		Encourage resident and community participation in volunteer center programs.
		Highlight the work of local service clubs and community organizations.
		Consider development of a resident leadership academy to promote participation and engagement with City efforts.
2.3	Establish communication channels to engage with smaller businesses.	Expand the use of the Bludot Economic Development Customer Relations Management (CRM) platform.
		Explore a dedicated Economic Development website or

		<p>webpage, or a combination of the two.</p> <p>Continue providing quarterly New Business Welcome Packets.</p> <p>Reorganize Economic Development Dept. to include a Business Relations Manager position focused on connection to small business Citywide.</p>
2.4	Develop a strategy to leverage video, digital and paper communications to balance reaching across the community.	<p>Utilize findings from the communications assessment (see Objective 2.1).</p> <p>Leverage the City's most identified communication piece (Parks & Recreation Brochure), rebrand and grow it into a City News heavy/P&R subsection publication. Add a fourth edition tied directly to year-end annual recap/State of the City.</p>
2.5	Bring a unified, consistent and strategically chosen voice and visual presence to communications across City channels and platforms.	<p>Focus currently segmented communication efforts under one division.</p> <p>Establish, improve and streamline communication systems between departments.</p> <p>Leverage technology tools for scalability of communication operations between departments, staff and communications contractors.</p>
2.6	Conduct communications assessment on platforms and processes.	<p>Hire a consultant to conduct an overarching assessment of current communications efforts and identify opportunities for coordination and improved connections to residents.</p>
2.7	Improve collaboration and relationship with school district and other service providers.	<p>Collaborate with the School District regarding Bellflower Connect.</p> <p>Establish regular coordination meetings with School District representatives.</p> <p>Explore connections between the County Sheriff's department and local schools.</p> <p>Explore partnerships for youth programming at the Oaks Center.</p> <p>Strengthen relationships with local community organizations, service clubs and non-profit organizations.</p>

Goal #3: Continue Investing in a High-Performing and Efficient Team at City Hall

Bellflower will be a City that wisely invests in its future and builds on its strengths

Objectives		Tactical Steps
3.1	Improve communication and collaboration between departments.	Host an annual off-site leadership/team-building retreat.
		Continue improving employee activities.
		Provide regular City Manager communications through City scope.
		Develop and consider an internal and/or external job shadowing and cross-training program.
		Re-establish City Clerk's office training program (i.e. agenda review, records management, PRA process, agreements).
		Coordinate regular meetings between line-level employees across departments.
		Provide regular updates on City Council goals through City scope.
3.2	Invest in technology resources for staff.	Offer training on existing tools (i.e. Outlook, Teams, Excel, SharePoint).
		Continue and finalize the transition to digital plan submittals and expand beyond the Building division.
		Modernize the financial processes by implementing a new resource planning system to replace the outdated MOM system (Tyler Enterprise ERP).
		Leverage SharePoint for task processing (i.e., PRAs, agreements).
		Complete Council Chamber upgrades.
		Continue investment in long-term IT plan.
3.3	Modernize systems to support resident feedback.	Finalize the online permitting process (see 3.2).
		Modernize graffiti and bulky item removal requests to allow digital submittal and tracking.
		Execute on fiber optic infrastructure into City Hall

		through COG fiber project.
		Implement new Parks & Recreation management platform for classes, facility use permits and scheduling, point of sale systems for City Store, etc.
3.4	Invest in training and career development for employees.	Provide leadership training for line staff and department heads either on site or external (e.g. through CJPIA).
		Provide more opportunities for front-line staff to attend professional conferences to learn from other organizations and bring in new ideas.
		Provide resources for department-level training, recognition and team-building activities, including the part-time workforce.
		Develop and implement an internal mentoring program.
		Continue building partnerships with employee groups to offer training valuable to each specific discipline.
3.5	Conduct a full classification and compensation study.	Allocate funds for the classification and compensation study in FY 25-27 budget process.
3.6	Build organizational capacity through staff hiring and strategic contract for services that yield productivity enhancements.	Consider departmental plans for capacity building as part of the budget process, and implement over time.
		Finalize and bring to Council a landscape maintenance contract to allow employees to focus on high-quality maintenance projects.
3.7	Modernize city policies that are ineffective or inefficient as currently written.	Review all administrative policies, including the outdated staff manual.
		Review and update Citywide insurance requirements and review procedures.
3.8	Implement procedures for fielding and following up on resident requests in a timely manner.	Develop an internal timely response and data tracking policy.

Goal #4: Improve Quality of Life & Visual Appeal in the City

Bellflower will be a City that demands high performance and excellence and sets a model for other communities

Objectives		Tactical Steps
4.1	Implement the Parks Master Plan.	Reorganize and build staffing capacity as outlined in the Master Plan.
		Establish systems to identify funding sources and actively pursue and apply for grant funding related to the Master Plan.
		Work closely with the Public Works Department to establish P&R Master Plan priorities in the CIP plan.
		Develop park and facility concept designs to prepare “shovel ready” projects as grants and property acquisition become available.
		Complete concept designs and construction documents and begin renovation of the recreation center at Simms Park.
		Implement new youth and senior programming coordinated with construction of the Oak Center.
		Rebuild youth, adult and senior sports leagues; build staffing capacity for implementation.
		Assess other Master Plan goals to be completed within a five-year timeline and provide, at a minimum, annual updates to the City Council.
4.2	Improve quality of maintenance of public areas.	Reorganize maintenance assignments to distribute work and focus on quality and responsibility.
		Establish improved processes between Parks & Recreation and Public Works to increase the quality of park maintenance. Leverage technology tools as appropriate.
		Add maintenance capacity through staffing and/or contracts to allow for focused maintenance efforts and responsibility.
		Develop quality-focused maintenance and upkeep plans for infrastructure (i.e. parks, buildings, fountains).

4.3	Raise standards of private property maintenance requirements (commercial, multi-family and single-family residential)	Identify strategies to recognize positive improvements and consistently apply penalties as a means to achieve it.
		Develop a business-specific vandalism and blight prevention program and identify funding available for support.
		Build internal code enforcement expertise and capacity with regular training and additional support for staffing, as discussed in the Public Safety Assessment.
		Regularly communicate and reeducate staff and community on code enforcement priorities and process.
4.4	Activate public spaces to connect residents by expanding community events in non-traditional locations.	See Objective 4.1.
		Dedicate Parks & Recreation staffing division focusing primarily on activating unsupervised parks and public spaces with recreation programs and small special events.
		Identify specific programs to be offered in underutilized areas (i.e., Town Center Plaza).
		Look at purchasing a building that could be used for traveling art shows, museums and/or pop-up shops.
4.5	Allocate resources for traffic safety improvement studies.	Identify specific feasible physical improvements to reduce speed and deter cut-through traffic in neighborhoods.
		Push for additional traffic safety enforcement through the Sheriff or JPA. If possible, reinstate the motor enforcement deputy.
4.6	Explore ways to attract young families as residents.	Coordinate with SELACO to host job fairs specific to Bellflower industries and encourage small businesses to participate.
		Review community events and focus them toward the target markets. Consider adding new events and replacing or reimagining as needed.
		Encourage high-quality housing at all income levels and programs to encourage homeownership. Take advantage of Measure A funds and other available funds to support housing development.

		Improve connections to local schools and school districts.
		Expand and promote parks & recreation programming for young families (see Objective 4.1).
4.7	Explore strategies to address developed and undeveloped vacant properties.	Re-inventory/catalog vacant properties.
		Explore ways to encourage turnover or redevelopment of open properties and discourage non-beneficial uses.
		Explore ways/partnerships to encourage local small business property ownership in the community (i.e., community land trust, economic development corporation, lending partners).
		Explore expanding and updating vacant commercial property/land registration and fee.

Goal #5: Strengthen Economic Development

Bellflower will be a City that supports and attracts high-quality development and economic opportunity

Objectives		Tactical Steps
5.1	Continue strategic and creative property acquisitions.	Develop an overarching acquisition strategy.
		Provide a monthly or twice-monthly review and update of available properties using Costar real estate platform.
		Explore and consider establishment of an Economic Development Corporation.
		Monitor LA County Chapter 8 Tax Default Properties available.
		Consider existing and future City-owned properties for reuse for open space and parks development, as outlined in the Parks & Recreation Master Plan.
5.2	Execute on City-controlled property to make impacts in the community.	Finalize planning for recently acquired properties in Downtown.
		Finalize development of Whites Funeral Home property.
		Finalize plans for Post-Office alternatives and property redevelopment.

		Begin design and planning of public safety center (see Objective 1.4).
5.3	Explore an economic development plan that aligns areas in Bellflower with focused economic development themes, industries and related land use strategy.	Solidify long-term economic development vision and draft an Economic Development specific Strategic Plan for adoption by the Council.
		Commission a study/studies of corridor-specific long-term economic and land use planning.
		Reorganize and add staffing to allow focus on long-range planning.
5.4	Begin planning for comprehensive General Plan update.	Consider fee increase for General Plan update and set aside supplemental funding.
		Begin planning for and consider consultants to assist with a full General Plan Update in the next 4 years.
		Prepare staffing and consulting capacity to manage a project of this scale (see Objective 3.6).
5.5	Solidify vision and plan for the future of Downtown (more residential units, parking, complimentary business types).	Review existing Downtown Vision and Strategy documents based on the projects to date and update or prepare new implementation documents.
		Improve long-term planning capacity through contract and/or staffing and/or reorganizing (see Objective 3.6).
		Consider options for additional parking development.
5.6	Revisit cannabis policy, licensing and industry activity in Bellflower.	Present status updates and data to the subcommittee and bring recommendations to Council.
5.7	Evaluate alternative revenue sources and land use measures.	Reevaluate obsolete land use areas and specific plans (WASP, DFD). See objective 5.3
		Advocate for modernization of State and Federal revenue sources (i.e. gas tax, sales tax, utilities user tax). and explore alternative local funding sources for voter consideration.
		Consider dedicated revenue sources for implementation of the Parks Master Plan.