

ONGOING REFORM MEASURES: CITY-INITIATED REFORMS

	Reform Measure	Authorization	Directive(s)	Action Item(s)	Status	Time Line
1.	Housing Commission Rent Survey	<ul style="list-style-type: none"> • Resolution No. 2011-69 § 4 (4/19/11) • Ordinance No. 1183 § 2.121(a)(b) (6/7/11) [eff. 7/7/11] • Report from VDK dated 7/29/11 [B(1)] 	<p>Authority to establish rents has been established with the Housing Commission, which shall undertake a rental survey, as may be required, as part of Housing Policy and rent reviews.</p> <p>If rental programs are adopted, the Commission should set rates on a market basis, and establish policies that avoid favoritism to City personnel and their relatives and friends.</p>	<ul style="list-style-type: none"> • Housing Commission to conduct rent analysis in connection with implementation of Vernon Rental Housing Policy, which provides that all rents charged shall be based on a “market” valuation 	<ul style="list-style-type: none"> • As directed by the Housing Commission at its 9/15/11 meeting, staff engaged three independent appraisers to conduct rental appraisals 	<ul style="list-style-type: none"> • Rental appraisal reports to be discussed at 1/12/12 Housing Commission meeting • Housing Commission to establish market rents by 2/9/12
2.	Housing Commission Recommendation – Divestment	<ul style="list-style-type: none"> • Ordinance No. 1183 § 2.121(c) (6/7/11) [eff. 7/7/11] • Report from VDK dated 7/29/11 [B(2)] 	<p>Housing Commission shall, within 180 days of its first meeting, make a recommendation to the City Council regarding whether the City should divest its ownership and, if so, recommend a procedure for such divestiture in accordance with applicable law.</p> <p>Consideration should also be given to the sale of all City-owned residences. If a sales program is adopted, the Commission should be careful to adopt policies that avoid favoring those who work for the City and their friends and relatives. (One exception to this could be the encouragement of a limited number of first responders to live in City housing).</p>	<ul style="list-style-type: none"> • Housing Commission to provide recommendation on divestment of City housing by 2/7/12 (180 days of first meeting held 8/11/11) • If divestment is recommended, Housing Commission to provide recommendation on procedures for City divestment by 2/7/12 • If sales program adopted, anti-nepotism policy shall be included, similar to employment anti-nepotism policy already adopted through Resolution No. 2011-137 (8/2/11) 	<ul style="list-style-type: none"> • Housing Commission staff review of implementation details of reform measure is in progress • Commission Counsel to advise on divestment procedures 	<ul style="list-style-type: none"> • Housing Commission recommendation on housing divestment to be prepared by 2/9/12

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3.	Housing Commission Recommendation – New Housing Units	<ul style="list-style-type: none"> • Ordinance No. 1183 § 2.121(d) (6/7/11) [eff. 7/7/11] • Ltr. from Sen. De Leon dated 8/22/11 [3(c)] • Resolution No. 2011-149 § 4 (8/25/11) 	<p>Housing Commission shall make a recommendation regarding opportunities for the development of housing in the City and in other cities and communities in close proximity to the City.</p> <p>Directive to Housing Commission clarified by De Leon letter dated 8/22/11 and Resolution 2011-149 requiring City to work towards development of approximately 50 new non City-owned units within 3 years.</p>	<ul style="list-style-type: none"> • Recommendation on development opportunities in line with goal of development of 50 new non City-owned units 	<ul style="list-style-type: none"> • Housing Commission staff review of implementation details of reform measure is in progress 	<ul style="list-style-type: none"> • Consultant proposals to be presented at 2/9/12 Housing Commission meeting • Housing Commission recommendation on housing development opportunities to be prepared by 3/8/12
4.	Convey City Housing Stock to Housing Commission	<ul style="list-style-type: none"> • Ltr. from Sen. De Leon dated 8/22/11 [3(b)] • Resolution No. 2011-147 (8/25/11) • Resolution No. 2011-149 § 3 (8/25/11) 	<p>Prepare for Council consideration an amendment to Ordinance No. 1183 to allow Housing Commission to hold title, and conveyance documents to transfer City interest to Housing Commission; City Attorney and City Administrator to analyze legal issues regarding Housing Commission holding title</p>	<ul style="list-style-type: none"> • City Attorney or outside counsel and City Administrator to analyze legal issues with respect to Housing Commission holding title to housing and alternative independent bodies that may legally hold title • Amend Ordinance No. 1183 to allow the Housing Commission to hold title to City housing, if allowable under applicable law • Prepare conveyance documents to transfer City’s fee interest to Housing Commission, if allowable under applicable law 	<ul style="list-style-type: none"> • City Attorney or outside counsel analysis underway regarding legal issues with respect to Housing Commission holding title to housing and recommended potential alternatives 	<ul style="list-style-type: none"> • City Attorney or outside counsel analysis expected to City Council by 4/3/12 • If determined that Housing Commission may hold title to housing under applicable law, submit proposed amendment to Ordinance No. 1183 and conveyance documents to City Council by 5/1/12 • If determined that legal issues preclude Housing Commission from holding title, submit recommendations for alternative independent bodies to hold title by 5/1/12.

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5.	Double the City's Population: Develop New Housing Units	<ul style="list-style-type: none"> • Ltr. from Sen. De Leon dated 8/22/11 [3(c)] • Resolution No. 2011-147 (8/25/11) • Resolution No. 2011-149 § 4 (8/25/11) 	<p>Develop a Plan for review and implementation by Housing Commission to construct approximately 50 new non-City owned housing within 3 years on City land, provide gap funding as needed to attract private investment, allocate portion of units as low and very-low income housing.</p> <p>If Housing Commission recommends to City Council the construction of additional housing units, and Council adopts recommendation, the City Administrator, City Treasurer and Director of Community Services shall provide recommendations regarding particulars of the Plan.</p>	<ul style="list-style-type: none"> • City Administrator and Director of Community Services to prepare a Plan for Housing Commission review addressing the construction of new units, gap funding, and allocation of low-income units • If Housing Commission recommends construction of new units, and Council adopts recommendation, the City Administrator, City Treasurer and Director of Community Services shall provide joint recommendations addressing: <ul style="list-style-type: none"> ○ gap funding ○ availability of existing land or securing of new land ○ development of construction proposals ○ designation of low and very-low income housing ○ other particulars 	<ul style="list-style-type: none"> • City review of implementation details of reform measure is in progress 	<ul style="list-style-type: none"> • Comprehensive City Staff Plan for new units to be submitted to Housing Commission by 4/12/12 • Housing Commission recommendation on City Staff Plan to be submitted to City Council by 6/5/12 • City Administrator, City Treasurer and Director of Community Services joint recommendation on Plan particulars to be submitted to the Housing Commission by 8/9/12 • Complete entire project by 8/25/14
6.	Property Management Firm for City Housing	<ul style="list-style-type: none"> • Resolution No. 2011-69 § 5 (4/19/11) 	<p>Prepare a Request for Qualification for third party property management firms to take over primary management of City-owned housing</p>	<ul style="list-style-type: none"> • Prepare Request for Qualifications for review and approval by Housing Commission 	<ul style="list-style-type: none"> • Housing Commission staff review of implementation details of reform measure is in progress 	<ul style="list-style-type: none"> • Timeframe to be established by Housing Commission

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7.	Business Development Committee	<ul style="list-style-type: none"> • Resolution No. 2011-69 § 11 (4/19/11) 	<p>Establish an ad hoc committee for business development to explore ways to improve the business climate in the City and make recommendations to the City Council within 180 days</p> <p>10-member Committee to be composed as follows:</p> <ul style="list-style-type: none"> ○ Mayor ○ Councilmember designated by the Mayor ○ City Administrator ○ 3 business representatives, including the President of Vernon Chamber of Commerce or his/her designee ○ 1 real estate developer ○ 1 real estate broker ○ 2 labor representatives 	<ul style="list-style-type: none"> • Establish Committee • Hold monthly meetings • Committee recommendations to City Council within 180 days 	<ul style="list-style-type: none"> • Business Development Committee established 1/3/12, consisting of the following: <ul style="list-style-type: none"> ○ Bill Davis, Mayor Pro Tem ○ Mike McCormick, Councilman ○ Mark Whitworth, City Administrator ○ Steve Halpin, Norman, Fox & Co., Business Representative 1 ○ Reid Delphey, Delphey-Gerdes Engineering, Business Representative 2 ○ Tim Hatfield, Castle & Cooke Cold Storage, or Marisa Olguin, Vernon Chamber President, Business Representative 3 ○ John McMillan, Cushman & Wakefield, Real Estate Broker ○ Neil Mishurda, Xebec Realty Partners, Real Estate Developer ○ Ed Rendon, Teamsters, Labor Representative 1 ○ Stan Stosel, IBEW, Labor Representative 2 	<ul style="list-style-type: none"> • First Committee meeting scheduled for 1/25/12 • Committee recommendations to City Council expected by 7/23/12
8.	Sustainability Action Plan (SDEEC)	<ul style="list-style-type: none"> • Resolution No. 2011-69 § 10 (4/19/11) • Ordinance No. 1188 § 2.149(a) (11/1/11) [eff. 12/1/11] 	<p>SDEEC to recommend for adoption by City Council a Sustainability Action Plan that will guide the City in developing and maintaining its sustainability infrastructure.</p>	<ul style="list-style-type: none"> • SDEEC to recommend Sustainability Action Plan to City Council within 90 days of its first meeting 	<ul style="list-style-type: none"> • SDEEC to hold first meeting in February 2012 and begin work on the Sustainability Action Plan, including review of current Sustainability Action Plan developed by Health Department 	<ul style="list-style-type: none"> • SDEEC to recommend Sustainability Action Plan to City Council in May 2012

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9.	Environmental and Community Benefit Fund (ECBF)	<ul style="list-style-type: none"> • Ltr. from Sen. De Leon dated 8/22/11 [6(a-c)] • Resolution No. 2011-147 (8/25/11) • Resolution No. 2011-149 § 9 (8/25/11) 	<p>Establish ECBF over 10 years (\$5 million per year plus consumer price index adjustments), compose committee, develop joint recommendation for allocation to ECBF from City’s annual budget and structuring ECBF; City Administrator and Treasurer to work with Hazard Park Amory Youth Center and Salt Lake Park to define contributions (\$5 MM to each); present all recommendations to Council</p> <p>9-member Committee to be composed as follows:</p> <ul style="list-style-type: none"> ○ 1 Senate Rules appointee ○ 1 Assembly Speaker appointee ○ 1 Governor appointee ○ 1 Vernon appointee ○ 1 Huntington Park appointee ○ 1 Maywood appointee ○ 2 City of Los Angeles appointees from Boyle Heights and South Los Angeles ○ 1 County of Los Angeles appointee representing East Los Angeles 	<ul style="list-style-type: none"> • Review best practices for establishing ECBF-like funds and consult with managers of those funds (as necessary) • Joint Recommendation of City Administrator and Treasurer to Council for allocation from City’s annual budget for ECBF (\$5 MM/year) and Amory (\$5 MM) and Salt Lake Park (\$5 MM) funding • Meet with representatives from Armory and Park to discuss needs, timing, implementation, logistics • Evaluate whether initial seed funding is necessary to determine programs and funding needs • Draft and negotiate grant agreements for Amory and Salt Lake parks • Establish ECBF Committee 	<ul style="list-style-type: none"> • City staff has commenced discussions with representatives of Hazard Park Armory Youth Center and Salt Lake Park • City staff in process of identifying funding mechanisms for ECBF • City staff review of implementation details of other aspects of reform measure is in progress 	<ul style="list-style-type: none"> • Review best practices, consult with fund managers as necessary, and define contribution parameters by 4/2/12 • Establish ECBF Committee by 7/2/12 • City Administrator/ City Treasurer joint recommendation regarding budget and funding sources for ECBF to be submitted to City Council by 7/3/12 • Enter into grant agreements for Hazard Amory and Salt Lake Park within 90 days of confirming use of funds (agreements may be executed prior to establishment of ECBF Committee upon City Council approval by Resolution)
10.	Trash Hauling Franchise Program	<ul style="list-style-type: none"> • Ltr. from Sen. De Leon dated 8/22/11 [6(e)] • Resolution No. 2011-147 (8/25/11) • Resolution No. 2011-149 § 11 (8/25/11) 	<p>The City’s Health Officer/Director of Health and Environmental Control shall establish a Trash Hauling Franchise Program to consolidate trash hauling enterprises within the City and impose strong environmental and safety standards.</p>	<ul style="list-style-type: none"> • Establish Trash Hauling Franchise Program • Adopt policy for franchise program that imposes strong environmental standards 	<ul style="list-style-type: none"> • City in process of preparing updated trash hauling franchise program • City in process of reviewing environmental standards proposed by environmental justice community and preparing proposed policy 	<ul style="list-style-type: none"> • Updated Trash Hauling Franchise Program with policy imposing strong environmental standards to be presented to SDEEC for review by 5/1/12 • Final recommendations to be presented to City Council by 6/5/12

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11.	City Council Appointments (Repeal Ordinance)	<ul style="list-style-type: none"> • Ltr. from Sen. De Leon dated 8/22/11 [1(a)(iv)] • Resolution No. 2011-147 (8/25/11) • Resolution No. 2011-148 (8/25/11) 	If 11/22/11 ballot measure regarding City Council appointments passes, repeal Vernon City Code § 2.90 as it will be in conflict with new charter provision (although the charter provision will automatically supersede the code provision, the provision should be repealed formally to prevent confusion)	<ul style="list-style-type: none"> • Prepare ordinance to repeal Vernon City Code § 2.90 pursuant to the passage of 11/22/11 ballot measure 	<ul style="list-style-type: none"> • City staff preparing repeal ordinance 	<ul style="list-style-type: none"> • Repeal ordinance to be placed on 2/7/12 City Council agenda
12.	Bidding Process on City Service Contracts (Ordinance)	<ul style="list-style-type: none"> • Ltr. from Sen. De Leon dated 8/22/11 [1(a)(viii)] • Resolution No. 2011-147 (8/25/11) • Resolution No. 2011-148 § 11 (8/25/11) 	Establish an open and competitive bidding process for City service contracts by ordinance if 11/22/11 ballot measure is approved	<ul style="list-style-type: none"> • Adopt ordinance pursuant to the passage of 11/22/11 ballot measure 	<ul style="list-style-type: none"> • City review of competitive bidding ordinances in surrounding jurisdictions is in progress 	<ul style="list-style-type: none"> • Adopt ordinance by 4/3/12
13.	Conflict of Interest Statements – Written Instructions on 1090 Compliance	<ul style="list-style-type: none"> • Report from VDK dated 7/29/11 [A(2)(4)] 	The City should provide written instructions on how to comply with Government Code Section 1090.	<ul style="list-style-type: none"> • Prepare written instructions on conflicts of interest as it relates to 1090 compliance 	<ul style="list-style-type: none"> • City staff working with outside counsel with political law expertise to develop a comprehensive compliance manual covering the following areas: <ul style="list-style-type: none"> ○ Government Code § 1090 ○ Political Reform Act ○ Brown Act ○ Public Records Act 	<ul style="list-style-type: none"> • Comprehensive compliance manual to be completed by 4/2/12
14.	Ethics Training	<ul style="list-style-type: none"> • Report from VDK dated 7/29/11 [A(3)(2)] 	Written manuals for the Ethics Training should be provided to new high level employees and Councilmembers within 30 days of assuming their positions.	<ul style="list-style-type: none"> • Prepare written manuals for ethics training for new high level employees and Council members within 30 days of assuming positions • Post ethics training manuals online once completed 	<ul style="list-style-type: none"> • City staff working with outside counsel with political law expertise to develop a comprehensive compliance manual covering the following areas: <ul style="list-style-type: none"> ○ Government Code § 1090 ○ Political Reform Act ○ Brown Act ○ Public Records Act 	<ul style="list-style-type: none"> • Comprehensive compliance manual to be completed by 4/2/12

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15.	Conflict of Interest Codes	<ul style="list-style-type: none"> Report from VDK dated 7/29/11 [A(4)(1)] 	The City should continue to adopt conflict of interest codes for all City agencies and ensure that they are kept up to date when there are any changes in the state law. The City should direct its ethics attorneys, Reed and Davidson, to review the codes and recommend any necessary changes.	<ul style="list-style-type: none"> Adopt Conflict of Interest Codes for all City agencies, boards, commissions, and committees Reed & Davidson to review codes and recommend any changes to ensure they are up to date and in compliance with state law 	<ul style="list-style-type: none"> Reed & Davidson is assisting in the preparation of conflict of interest codes for new commissions and committees Reed & Davidson is reviewing existing conflict of interest codes for any necessary updates or amendments 	<ul style="list-style-type: none"> Reed & Davidson assistance with preparation of new conflict of interest codes to continue as needed Reed & Davidson review of existing conflict of interest codes to be completed by 5/1/12 Any necessary code updates or amendments to be adopted by October 2012, in accordance with the FPPC's biennial review period
16.	Brown Act Compliance Materials	<ul style="list-style-type: none"> Report from VDK dated 7/29/11 [C(2)] 	Vernon also should continue to work with Reed & Davidson, LLP, or another expert approved by the City Council, to develop a written Brown Act compliance policy. Vernon, with assistance from counsel, should also prepare a Brown Act compliance binder that contains written materials to help Vernon employees understand the requirements of the Brown Act and how those requirements apply to Vernon. Both the Brown Act compliance policy and the compliance binder should be made available to Vernon employees in electronic form and posted on Vernon's intranet site.	<ul style="list-style-type: none"> Develop a written Brown Act compliance policy Prepare a Brown Act compliance binder Provide the Brown Act policy and binder to City employees by email and post on intranet site 	<ul style="list-style-type: none"> Resolution No. 2011-196 (12/6/11) adopted Brown Act Compliance Policy and was provided to all department heads by email City staff working with Reed & Davidson to develop a comprehensive compliance manual covering the following areas: <ul style="list-style-type: none"> Government Code § 1090 Political Reform Act Brown Act Public Records Act 	<ul style="list-style-type: none"> Comprehensive compliance manual to be completed by 4/2/12

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17.	Public Records Act Compliance Materials	<ul style="list-style-type: none"> • Report from VDK dated 7/29/11 [D(2)] 	Vernon also should continue to work with Reed & Davidson, LLP or other counsel to develop a written Public Records Act compliance policy which shall permit a person to make an oral request for a record. Vernon, with assistance from Reed & Davidson, LLP, also should prepare a Public Records Act compliance binder that contains supplemental written materials to help Vernon employees understand the requirements of the Public Records Act and how those requirements apply to Vernon. Both the Public Records Act compliance policy and the compliance binder should be made available to Vernon employees in electronic form and posted on Vernon's intranet site. Vernon's Public Records Act compliance policy also should be made available on Vernon's website.	<ul style="list-style-type: none"> • Develop a written Public Records Act compliance policy • Prepare a Public Records Act compliance binder • Provide the Public Records Act policy and binder to City employees by email and post on intranet site • Post Public Records Act policy on Vernon's website 	<ul style="list-style-type: none"> • Resolution No. 2011-197 (12/6/11) adopted Public Records Act Compliance Policy and was provided to all department heads by email • City staff working with Reed & Davidson to develop a comprehensive compliance manual covering the following areas: <ul style="list-style-type: none"> ○ Government Code § 1090 ○ Political Reform Act ○ Brown Act ○ Public Records Act 	<ul style="list-style-type: none"> • Public Records Act Compliance Policy to be posted on City website by 1/17/12 • Comprehensive compliance manual to be completed by 4/2/12
18.	Internal Financial Controls, Record Keeping, Policies for Consultants	<ul style="list-style-type: none"> • Report from VDK dated 7/29/11 [E(1)(1)] 	Require all contracts, including professional service contracts, to include ending dates and/or expenditure caps.	<ul style="list-style-type: none"> • Adopt a policy of reviewing all City contracts and amending, as necessary, to impose an end date and expenditure caps (no evergreen contracts) 	<ul style="list-style-type: none"> • City review of implementation details of reform measure is in progress • City staff and outside counsel developing a comprehensive policy relating to City contracts 	<ul style="list-style-type: none"> • Comprehensive contract policy resolution to be adopted by City Council by 7/3/12
19.	Internal Financial Controls, Record Keeping, Policies for Consultants	<ul style="list-style-type: none"> • Report from VDK dated 7/29/11 [E(1)(2)] 	Review and rebid professional service contracts at least once every three years.	<ul style="list-style-type: none"> • Adopt a policy of reviewing all professional service contracts • Adopt a policy of requiring rebidding for contracts that are coming up on third year of term 	<ul style="list-style-type: none"> • City review of implementation details of reform measure is in progress • City staff and outside counsel developing a comprehensive policy relating to City contracts 	<ul style="list-style-type: none"> • Comprehensive contract policy resolution to be adopted by City Council by 7/3/12
20.	Internal Financial Controls, Record Keeping, Policies for Consultants	<ul style="list-style-type: none"> • Report from VDK dated 7/29/11 [E(1)(3)] 	Require lead staff on professional service contracts especially for legal services to negotiate for best rates or rates similar to those provided to other government agencies.	<ul style="list-style-type: none"> • Adopt a policy of training lead staff on professional services contracts to negotiate for best rates provided to other government agencies 	<ul style="list-style-type: none"> • City review of implementation details of reform measure is in progress • City staff and outside counsel developing a comprehensive policy relating to City contracts 	<ul style="list-style-type: none"> • Comprehensive contract policy resolution to be adopted by City Council by 7/3/12

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21.	Internal Financial Controls, Record Keeping, Policies for Consultants	<ul style="list-style-type: none"> Report from VDK dated 7/29/11 [E(1)(4)] 	Require that the review and sign-off of professional service invoices by the initiating division or department be reinforced either through a policy amendment or by memorandum from the City Administrator.	<ul style="list-style-type: none"> Adopt a policy amendment requiring sign-off of professional service invoices by initiating department 	<ul style="list-style-type: none"> City review of implementation details of reform measure is in progress City staff and outside counsel developing a comprehensive policy relating to City contracts 	<ul style="list-style-type: none"> Comprehensive contract policy resolution to be adopted by City Council by 7/3/12
22.	Internal Financial Controls, Record Keeping, Policies for Consultants	<ul style="list-style-type: none"> Report from VDK dated 7/29/11 [E(1)(5)] 	As a general practice do not allow compensation rate increases during the term of the contract. In the event all parties are aware that external factors are going to significantly affect costs and rates during the term of the agreement, require rate increases to be tied to the most appropriate index or cost of living rate.	<ul style="list-style-type: none"> Do not allow rate increases during term of contract as general practice Identify contracts that permit rate increases and identify exceptions, where necessary Tie rate increases in future contracts to indexes 	<ul style="list-style-type: none"> Review of current contracts to identify those that permit rate increases is underway 	<ul style="list-style-type: none"> Complete reviews and notify consultants by 7/3/12 of practice and adopt resolution seeking to amend contracts accordingly, where necessary
23.	Internal Financial Controls, Record Keeping, Policies for Consultants	<ul style="list-style-type: none"> Report from VDK dated 7/29/11 [E(1)(6)] 	Review contracts with individuals to make sure the criteria for contractors or consultants are being met. If any contracts do not meet this criteria, take steps to transfer the work to City employees or change the status of the contractor to employee.	<ul style="list-style-type: none"> Review all contractor/consultant contracts and ensure compliance with contractor/consultant requirements For contracts that do not meet criteria, transfer work to City employee or modify status of contractor to employee 	<ul style="list-style-type: none"> Review of current contractor/consultant contracts for compliance with applicable requirements is underway 	<ul style="list-style-type: none"> Complete reviews and implement any necessary changes by 3/1/12
24.	Operations – Media Policy and Training	<ul style="list-style-type: none"> Report from VDK dated 7/29/11 [F(4)] 	Adopt a media policy and provide media training for department heads and others who are expected to communicate with the media.	<ul style="list-style-type: none"> Adopt a media policy Provide media training for department heads and those communicating with media 	<ul style="list-style-type: none"> Resolution No. 2011-186 (11/15/11) adopted a Media Policy City staff is working with City Public Information Officer on department head meeting date(s) for media training 	<ul style="list-style-type: none"> Media training to be conducted by 6/28/12
25.	Operations – City Attorney	<ul style="list-style-type: none"> Report from VDK dated 7/29/11 [F(6)] 	Hire a permanent City Attorney with experience in municipal law and redevelopment.	<ul style="list-style-type: none"> Hire City Attorney with municipal law and redevelopment experience 	<ul style="list-style-type: none"> City has received proposals from qualified search firms for City Attorney search 	<ul style="list-style-type: none"> Search firm to be selected by 2/7/12 Search process expected to take approximately four months

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26.	Operations – Assistant City Administrator and Assistant Fire Chief	<ul style="list-style-type: none"> • Report from VDK dated 7/29/11 [F(7)] 	Should the present City Administrator-Fire Chief continue to serve in a dual function, he should be supported by an Assistant City Administrator and an able Assistant Fire Chief.	<ul style="list-style-type: none"> • If City Administrator-Fire Chief to serve in dual capacity going forward, appoint/hire an Assistant City Administrator and an Assistant Fire Chief 	<ul style="list-style-type: none"> • City review of implementation details of reform measure is in progress 	<ul style="list-style-type: none"> • Discussion and possible action by May 2012
27.	Operations – HR Director	<ul style="list-style-type: none"> • Report from VDK dated 7/29/11 [F(8)] 	Create a Human Resources/Personnel Department and hire a trained Human Resources Director.	<ul style="list-style-type: none"> • Hire a trained HR Director 	<ul style="list-style-type: none"> • City intends to issue a Request for Qualifications for search firms for top level City positions, including HR Director 	<ul style="list-style-type: none"> • Hire a trained HR Director by June 2012
28.	Operations – Police Department Study	<ul style="list-style-type: none"> • Report from VDK dated 7/29/11 [F(9)] 	Conduct a study of the Vernon Police Department staffing and costs in comparison with other primarily industrial cities.	<ul style="list-style-type: none"> • Conduct VPD study on staffing and costs in comparison with other comparable industrial cities (similar to Department Head survey) 	<ul style="list-style-type: none"> • Interim Police Chief provided VDK overview of VPD staffing • Independent study and analysis of VPD staffing and costs is being initiated 	<ul style="list-style-type: none"> • Complete VPD study by 7/2/12
29.	Operations – Consulting Relationships	<ul style="list-style-type: none"> • Report from VDK dated 7/29/11 [F(11)] 	Establish an ongoing consulting relationship with City Administrators and City Managers from other Southern California cities and California League of Cities representatives to review best practices and Vernon's utilization of them.	<ul style="list-style-type: none"> • Call/meet other City Administrators and City Managers to review best practices and Vernon progress 	<ul style="list-style-type: none"> • City working with consultant to establish up to three City Administrators/Managers to contact on as needed basis 	<ul style="list-style-type: none"> • Establish contacts by September 2012