

City of La Verne

STRATEGIC PLAN

2007 UPDATE



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CITY OF LA VERNE 2007 STRATEGIC PLAN

CONTENTS

City Manager's Message	1
Mission & Values	
<i>Mission Statement</i>	4
<i>Strategic Values</i>	4
Priorities In Motion	
<i>Statement of Strategy</i>	6
<i>Setting our Priorities</i>	6
<i>Priority Issues</i>	7
Appendices:	
Appendix A: SWOT Analysis	11
Appendix B: Objectives and Goals	15
Appendix C: Financial Outlook	26
Appendix E: Resource List	30
Appendix F: Six-Month Project List	31

CITY MANAGER'S MESSAGE

This year's workshop took place on the 20th anniversary of the initiation of the City's the strategic planning process, making it appropriate to reflect on what this effort produced for the organization. Created to provide City Council members and executive management with a mechanism for identifying issues and formulating solutions for situations facing the City, strategic planning has served the City well. Following are highlights of our last eight meetings.

- Development of an economic development action plan
- Development of capital improvement programs
- Established City water conservation plan and drought strategy
- Direction on formation of City-wide lighting and landscaping plan
- Conceptual approval of a 4-day workweek for City Hall and City Yard
- Development of North La Verne Fire Facility fee
- Conceptual approval of Sports Park financing plan
- Development of computer acquisition plan for Police Department
- Established management training program for grooming future managers
- Development of utility tax to replace Lighting and Landscape District
- Development of Resource Officer program
- Established plan for accountability by Caltrans for construction of the Route 210 freeway
- Revised economic development action plan
- Direction for development of south La Verne
- Reviewed revenue enhancement options including increase to utility tax
- Developed plan for dissolution of Hockey Club
- Developed concept of Leadership Academy

2007 Strategic Plan Update

The City's ninth strategic planning workshop was conducted on April 19th and 20th. The purpose of the workshop centered on identifying priorities for the next five years and developing an implementation plan on a preferred outcome for these issues.

A majority of the workshop's discussion focused on four topics: Development of a Fire Community Facilities District, Remodel/Expansion of the Existing Public Safety Facility, Development of a City Gymnasium, and the Disposition of the Jointly (with the University of La Verne) Acquired MWD Land. In addition to summarizing the issues, included in this document are the City Council's preferred

outcome and an implementation plan for achieving the desired results. While the implementation plans are intended to outline the steps necessary to achieve the desired outcome, the direction provided is not considered a final action. These preliminary decisions are only the beginning of a process that will involve numerous steps and subsequent decisions for the City Council to consider.

While several elements of the plan remained the same, they were instrumental in shaping the direction of the current decisions that were made. As such, they are still relevant since they were first developed. These pieces include: SWOT analysis, Mission Statement, Strategic Values. Additionally the Operational Strategies have been reviewed by each department and updated to reflect current demands.

The 2007 update to the Strategic plan again provides the organization's staff and policy makers with a clear direction on how to face these specific issues. The process overall has proven to be an invaluable planning tool in directing the course for the city. It is through Council's and the executive management team's commitment to the effort that ensures the plan will continue to be an integral part of this community's future.

A handwritten signature in black ink, appearing to read 'M. Lomeli', with a stylized flourish at the end.

Martin R. Lomeli
City Manager

MISSION STATEMENT

The mission of the City of La Verne is to provide a full range of effective municipal services to members of our community. To accomplish this we are committed to:

- preserving the virtues of a “small town;”
- focusing on quality of life for all;
- being responsive to current and emerging citizen needs and concerns;
- meeting challenges collectively through sound leadership and teamwork;
- enhancing citizen services through careful financial management;
- conducting government in an open environment that encourages community participation; and
- promoting the “Pride of La Verne” through our employees, community organizations, and citizenry.

STRATEGIC VALUES

There are eight tenets or principles that have guided the development of our rich legacy of values. These fundamental factors influence the framework of the organization and provide the direction for fulfillment of our mission.



Service – Our primary purpose and driving force is to deliver a variety of services and programs that meet basic human needs, including but not limited to, the protection of life and property, the provision of clean water, and the operation of sanitation systems. We also strive to proactively provide a wide variety of high quality services that directly impact quality of life within the community in an effective, efficient, economical and friendly manner.



Small Town Virtues – Openness, accessibility, courtesy, community participation, volunteerism, a sense of heritage, and service with a “personal touch” reflect the “small town” appeal that makes us unique in the vast southern California metropolitan area. It is by design that our organizational structure is small and, by prevailing standards, relatively unbureaucratic. We strive to preserve that home town charm while we continue to evolve and grow.



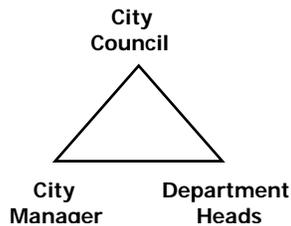
Quality of Life – Beyond the provision of high quality services to satisfy basic human needs, we are concerned with quality of life issues that affect all members of the community. Concern for quality of life encompasses, but is not limited to, protection of the environment, safety, community aesthetics, opportunities for community and personal leisure activity, etc.



Responsiveness – Responsiveness includes responding to the ever-evolving needs of a diverse community and is key to citizen satisfaction. Community participation is encouraged and solicited. Feedback from citizens is welcomed and thoughtfully evaluated in the formation of public policy.



Sound Leadership – Effective leadership and management of the organization is contingent on the competence and the active participation of the City Council, the City Manager, and the respective Department Heads.



Just as the triangle symbolizes strength in engineering and partnership, the collaboration of those in the “leadership triangle” provides strength in the policy formation process and a partnership of integrity. Sound leadership presupposes the quality of trustworthiness and honest representation by all elected and appointed city officials.



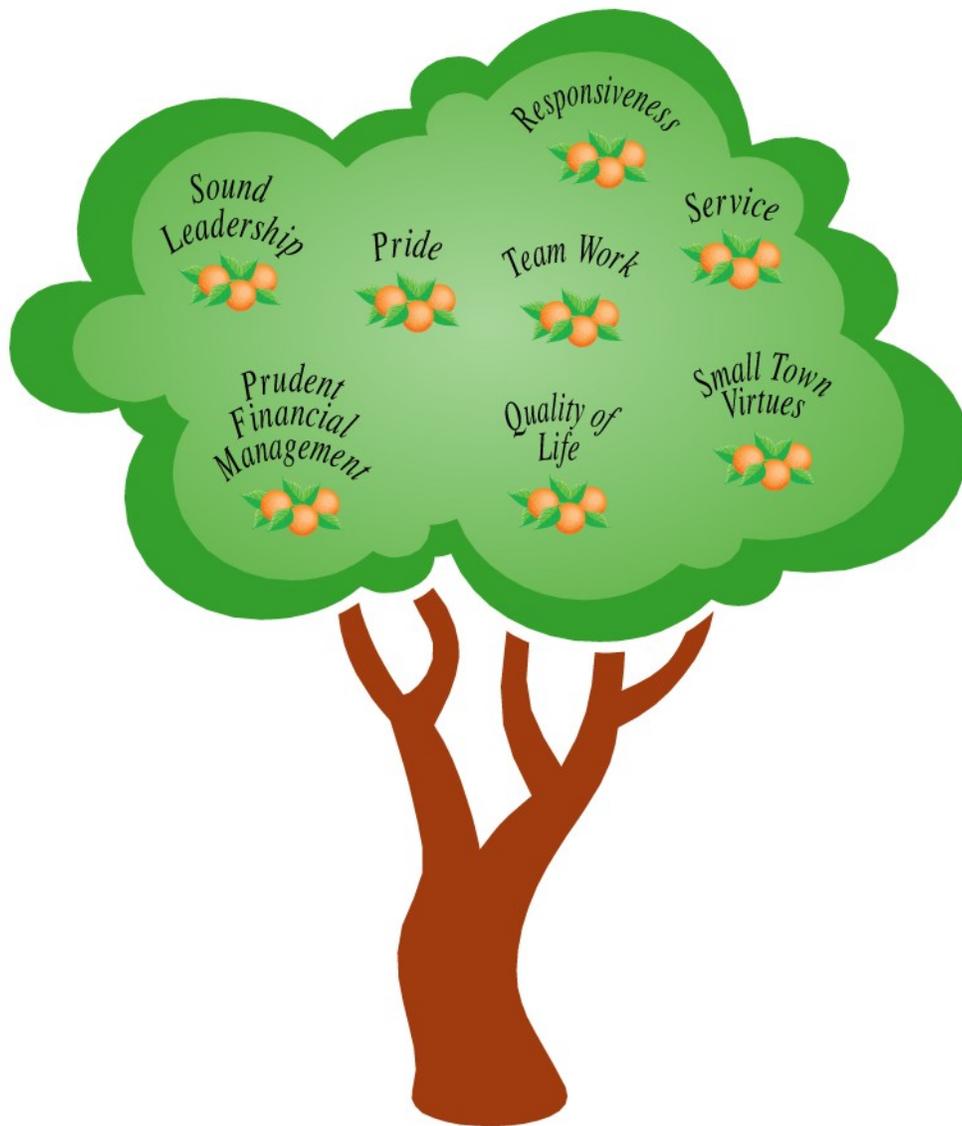
Prudent Financial Management – Like most public agencies, we are confronted with increasing demands for services in the face of limited financial resources. Accordingly, we embrace a tradition of fiscal conservatism which calls for prudent spending and maintenance of a sufficient general fund reserve to cover our unanticipated expenditures. We strive to find innovative fiscal alternatives that enable us to continue to find creative means of funding the evolving needs of the community.



Teamwork – The concept of teamwork is vitally important to the successful delivery of services. Joining of forces and pooling resources in a common effort is the rule and not an exception. Teamwork extends beyond the City Council and city departments to partnerships with outside agencies such as Tri-City Mental Health Services, the University of La Verne, Bonita Unified School District, and other commercial and community organizations which work jointly to provide a network of services within our community.



Pride – Pride refers to satisfaction derived from achievements, to qualities or skills deserving acclaim, and to self-respect. As an organization we strive for and recognize excellence on a personal level, an organizational level and on a community level. The “Pride of La Verne” is not just the name on an orange crate label from our heritage, but an almost tangible feeling of community involvement and commitment.



STATEMENT OF STRATEGY

Our direction for the future remains rooted in the following three elements:

- **Being a “Full Service” City** -- We provide services through a combination of internal departments staffed by City of La Verne employees and contracts with outside entities. The basis for this method of operation is the belief that City departments and employees are often more responsive to the needs and concerns of the community. A high level of responsiveness and commitment to the community translates into a superior level of service and a better quality of life for the citizenry.
- **Concern over Finances** – The threat of insufficient financial resources to pay for services and maintain infrastructure is an overriding issue of concern. Prudent financial management, wise economic development, and innovative management practices may balance this threat.
- **Expansion of Services** – Maintaining and enhancing the City’s level of high quality service delivery will be our challenge. Continuing and expanding levels of service with an already “lean” organization will require all facets of our organization to work together as a team and to develop new and innovative service delivery techniques.

SETTING OUR PRIORITIES

As stated above as well as in the mission statement, our mission is **to provide a full range of effective municipal services to members of our community**. Given the nature of the organization, this mission will not change. However, based on an analysis of identified threats, opportunities, and Council direction, different projects may emerge with changing priorities.

Prior to the workshop a list of key issues was submitted by each department and consolidated through employee participation into one master list. The department heads and the City Council members together discussed each item along with 3-4 possible outcomes. After evaluating each outcome the City Council identified a preferred alternative. That decision was determined either through consensus or by 3/4 Rule (3 of the 4 council agreeing to an alternative). Following that the group developed and agreed on the attached Implementation Plan for achieving each goal.

These items and appropriate elements of their implementation plans will be included as part the six-month project list.

Issue # 1

Fire Mitigation Community Facilities District (CFD)

Summary – The University of La Verne (ULV) is in the process of building a new Student Center. It is anticipated that over the next 5-10 years, the Student Center will be the first of several projects of larger buildings that under ISO guidelines will require fireflow in excess of 3,500 gpm. This change in development will have a significant impact on fire suppression services that will require additional equipment and trained personnel. To that end the fire department identified, funding for addressing this new demand for suppression services as a priority. As part of that process the group considered approaches to generating revenue specific to that purpose.

Preferred Alternative:

- Develop a Community Facilities District for larger buildings using the Student Center as the initial project.

	Action Item	Responsible Party	Others Involved	How Evaluated	Anticipated Completion
1	Includes Budget for Consulting Fees	Breaux	Lomeli/Fredericksen	Council Approved	6//07
2	Prospective Inventory	Breaux	Lomeli/Fredericksen	Council Approved	6/07
3	Specify Inclusive Criteria	Breaux	Lomeli/Fredericksen	Council Approved	6/07
4	Develop Justification Budget	Breaux	Lomeli/Fredericksen, Finance Staff	Budget Provided	12/07
5	Hire Consultant	Breaux	Lomeli	Council Approved	12/07
6	Hire Attorney	Breaux	Lomeli	Council Approved	12/07
7	Presentation to City Council	Breaux	Consultant	Council Approved	9/08
8	Implement CFD with ULV Development	Lomeli	Fire Prevention/ Finance	Approval	9/08

Issue #2 Public Safety Facility Remodel/Relocation

Summary – The Public Safety Facility was built in 1980 and is not sufficient to meet the existing operational needs of the Police and Fire Departments. In 2001, a needs assessment study was completed which suggested that the Police Department needed 31,175 square feet to meet current and future needs through 2020. The study also noted that altering the existing facility structurally might not be a cost-effective solution. However, realignment of the interior is possible to improve the working environment, but would not provide the needed space to accommodate future growth. Although the department is currently conducting modifications to the building, they are only intended to satisfy immediate space needs and technologic improvements. As a result the group reviewed options for expansion and/or relocation of the facility.

- Preferred Alternative:
- Determine amount of a bond measure that can be supported by electorate.
 - Construct new Public Safety Facility on City owned land purchased from MWD.

	Action Item	Responsible Party	Others Involved	How Evaluated	Anticipated Completion
1	Extension of Dreier Funds	Pickwith	Aragon	Extension Granted	6/07
2	Validate/ Update Needs Assess	Seube	Police and Fire	Concurrence from Pickwith & Breaux	8/07
3	Appraisal of Existing Facility	Manager's Office	Outside Consultant	Appraisal Completed	9/07
4	Completed Preliminary Polling for Project	Manager's Office	PD, Kress, Outside Consultant	Completed report	8/07
4	Identify Support Groups/ Ind/ Emp.	Breaux/ Pickwith	Everyone	Numerous Contacts Collected	Ongoing – 7/08
5	Engage Financial Consultant	Ron Clark	Lomeli, Kress, Pickwith, and Breaux	Meetings Occurs	12/07
6	Forming a PAC	Support Group	Kress, Breaux, Pickwith	Committee Formed	12/07
7	Polling to Right Size Project	Manager's Office	Police, Kress	Completed Report to City Council	10/08
8	Engage Political Consultant	Committee	Kress, Breaux, Pickwith, Lomeli	Consultant & Action Item Identified	6/08
9	Presentation to Council to Put Measure on Ballot	Pickwith and Breaux	Kress, Lomeli	Ballot Measure Authorized	11/08

Issue #3

Development of City Gymnasium

Summary – During the Recreation and Facilities master plan process, there was interest voiced by respondents for development of a City gymnasium. In addition, a teen center was ranked as one of the top five priorities for the community. However, as part of that same process there was little community support on financing any recreational capital projects. At this time the city does not have the resources to finance such development. As a result, the group evaluated alternatives on how this need could be addressed based on such constraints.

- Preferred Alternative:
- Pursue long term use agreements to use or add on to existing facilities (gym/teen center) i.e., ULV, Lutheran, Bonita, or Damien high schools.
 - Pursue joint partnership opportunities for development of a new facility with ULV, BUSD, LeRoys, David and Margaret Homes, or Lutheran High School.

	Action Item	Responsible Party	Others Involved	How Evaluated	Anticipated Completion
1	Examine replacing Short Term Use Agreements with Long Term Commitments (BUSD, Damien, Calvary, Le Roys, Lutheran)	Aguirre	Schools, Staff, Youth Sports Committee (YSC)	Contracts	7/07
2	Discuss Concept with Adhoc Committee	Aguirre	Harden, Russi, Blickenstaff, YSC	Agreement	4/07
3	Explore concept of Joint Bond with School District personnel	Aguirre	BUSD	Concept for Governing Board(s) to consider	9/07
4	Present Concept to City Council and School Board	Aguirre	Lomeli, BUSD	Acceptance by Council	10/07
5	Assemble Gym Support Committee (GSC)	Aguirre	Harden, YSC	# of Volunteers	1//08
6	Develop Concept of facility	Aguirre	Harden, GSC	Preliminary Design	4/08
7	Identify Possible Locations and Cost	Aguirre	Harden, GSC	Location Plan	4/08
8	Create alternative financing strategy (Grants, etc)	Aguirre	Manager's Office, GSC	Financial Plan	4/08
9	If Concept not supported by BUSD/CC City will pursue GO Bond on own	Aguirre	Harden, Manager's Office, GSC	TBD	2013
10	Same elements as 5-9 but contingent upon Public Safety Facility & Sports Park II Funding	Aguirre	Same as 5-9	TBD	2013

Issue #4

Disposition of Former MWD Property

Summary – In 2005, the Redevelopment Agency and the University of La Verne purchased 30 acres of surplus MWD property with the intent of developing a joint use sports complex. At the time of acquisition the City entered into a purchase agreement with ULV stating, “If development of City facilities on Area B would require a substantial expenditure of City general fund monies, the city intends, prior to committing to a DDA by which it would acquire and develop any part of Area B, to submit an advisory ballot measure or bond measure or both to the voters at the next regularly scheduled municipal election in March 2007”. A measure was not submitted to the voters because community polling indicated a lack of support among the voters and property owners. The portion of the jointly owned land known as area “B” has an estimated cost of over \$30 million for both parties to fully develop. The City does not have the funds necessary to complete such improvements some of which are necessary for the University to develop their portion. Based on this, the group evaluated alternatives on the disposition of the jointly owned portion of land.

- Preferred Alternative:
- Joint use with ULV - Sell land to ULV with long term joint use agreement for community use.
 - Keep portion of B and sell the rest to ULV in exchange for 99-year (or greater) joint use facility agreement.

	Action Item	Responsible Party	Others Involved	How Evaluated	Anticipated Completion
1	Define how much land to buy and for what purpose (i.e. Public Safety Facility, Gym, etc).	Lomeli	Dept Heads	Acceptance by Liaison Committee	9/1/07 (3 months)
2	Explore ULV Joint Use with University	Lomeli/Aguirre	ULV/staff and Liaison Committee (LC)	Acceptance by Liaison Committee	9/1/07
3	Develop ULV Level of Commitment and Timelines	Lomeli/Aguirre	ULV/staff and LC	Acceptance by Liaison Committee	9/1/07
4	Review Proposed Concept with Liaison Committee and obtain public input	Lomeli	LC/ Aguirre/ Youth Sports Committee	Acceptance by Liaison Committee	7/1/07
5	Presentation to City Council with condition of sale agreement and plan for conceptual use	Lomeli	LC and Aguirre	Acceptance by Council and ULV Board	10/1/07

Appendix A

S.W.O.T. ANALYSIS

A SWOT analysis enables an organization to examine the internal and external environment in which it is operating. By truly understanding our operating environment, we can better establish our objectives and goals to carry out our mission of **providing a full range of effective municipal services to members of our community.**

“SWOT” stands for strengths, weaknesses, opportunities, and threats. Strengths and weaknesses refer to our internal environment and how we as an organization respond to opportunities and threats, or the external environment. Through employee surveys and staff workshops we identified the following strengths and weaknesses:

What do we do well?	Where can we improve?
<ul style="list-style-type: none"> • Clear organizational direction • Supportive leadership/management • Supportive work environment • Innovative approaches to problem solving • Ability to accomplish a great deal with a very lean staff • Create strong collaborative partnerships with outside agencies and organizations 	<ul style="list-style-type: none"> • Internal communication systems: electronic, radio, etc. • Communication with the community • Enhanced use of technology • Employee training • Employee cross-training

Threats and opportunities are often outside of our control, but could impact the organization. They include changes in technology, social patterns, population profiles, the economy, design standards, and federal or state government policy and funding.

A review of opportunities and threats identified the following areas where our attention will need to be focused. In addition, ways to lessen the effects of the threats (mitigating factors) and ways to leverage the opportunities (actions) have

been listed next to the threats and opportunities. The mitigating factors and actions will also reappear in our long-term project goals and six-month project list.

Threats	Mitigating Factors
State mandated revenue shifts and costs	<ul style="list-style-type: none"> • Enhance public information efforts to better educate and mobilize the voting public relative to State legislative issues. • Restate stance on funding issues with elected State representatives.
Insufficient financial resources to provide services and maintain infrastructure	<ul style="list-style-type: none"> • Spur commercial and industrial development through citizen sensitive economic development • Investigate additional alternative revenue sources • Explore cost-effective organizational innovations (i.e. 36-hour work week)
Natural or man-made disaster	<ul style="list-style-type: none"> • Promote citizen self-help awareness and preparation through community and neighborhood education • Enhance preparedness and on-duty assistance capabilities of City employees • Coordinate the emergency preparedness and response capabilities of public and private schools to interface with City efforts
Citizens' expectations beyond the City's scope and capabilities	<ul style="list-style-type: none"> • Continue public information efforts relative to available resources and the mission of the City

Opportunities/Advantages	Actions
Maintain a balanced budget with a 15% general fund reserve balance	<ul style="list-style-type: none"> • Spur commercial and industrial development through citizen sensitive economic development • Investigate both privatizing services and functioning as a service provider to other agencies • Investigate additional grant opportunities and additional uses of current grant funds • Enhance lobbying efforts for favorable legislative actions on the State and Federal levels • Investigate other revenue sources and innovative/entrepreneurial approaches to financing projects/programs
Maintain a low crime rate	<ul style="list-style-type: none"> • Continue proactive approach to substance abuse and gang problems through the Youth and Family Action Committee, school resource officer, and other similarly-focused programs
Utilize technology to enhance efficiency and effectiveness	<ul style="list-style-type: none"> • Complete the installation and operations of the high speed Intranet communication system • Study the need for acquisition of additional hardware and software • Study options to use technology to improve internal and external communication
Enhance use of recreation facilities	<ul style="list-style-type: none"> • Study options to better serve the senior, teen, and youth group populations • Explore alternative uses of facilities, i.e. use the roller hockey facility for other recreation programs when not in use for roller hockey.
Pursue mobile home park acquisition	<ul style="list-style-type: none"> • Study feasibility of additional mobile home park acquisitions as opportunities arise
Maximize partnership efforts with other organizations, i.e. ULV, BUSD, Tri-City Mental Health, Pomona Valley Humane Society, etc.	<ul style="list-style-type: none"> • Study the feasibility of joint efforts for facilities development and maintenance • Study the feasibility of joint efforts for providing additional services in the community.
Enhance leadership development, mentoring, and training	<ul style="list-style-type: none"> • Explore alternative leadership development programs both within and outside the organization.

Appendix B

OBJECTIVES & GOALS



Each department has established a set of ongoing **Operational Strategies**. These are objectives to provide a focus for each department in carrying out our mission of providing a full range of effective municipal services to members of our community.

Based on the operational goals, each department has developed **Long-Term Goals**. These goals have been strategically identified by each Department Head, the City Manager, and the City Council.

From the long-term goals, a comprehensive **Six-Month Project List** provides the short-term action plan for achieving the long-term goals. The current six-month project list is attached to this document as an appendix and is updated every six months.

The only exception is the City Council. As a policy-making body, the Council establishes direction and all operational activities are the responsibility of staff; therefore, the Council only has established a set of operational norms.



CITY COUNCIL

Operational Norms

1. To work together as a team in meeting the challenges which face the City.
2. To obtain the necessary training to develop expertise in each Council member's individual fields of interest and assignment.
3. To further develop and strengthen working relationships with the City Manager and department heads.
4. To concentrate on long-range strategic planning objectives rather than on short-term solutions.
5. To achieve greater financial stability for the City through emphasis upon economic development.
6. To maintain and improve the quality of life for all citizens of La Verne through realization of the long-term objectives of each operating department.
7. To develop and maintain community partnerships for the provision of public services and meeting challenges of mutual concern. Examples of ongoing community partnerships include the Chamber of Commerce, Bonita Unified School District, Pomona Valley Transportation Authority, Tri-City Mental Health Authority, University of La Verne, etc.
8. To encourage and facilitate creative, careful, and sound financial management. Examples include innovative financing techniques when appropriate and Council review of the budget on a quarterly basis.



CITY MANAGER'S OFFICE

Operational Strategy

1. To achieve and maintain a balanced budget and to maintain a general fund reserve balance which equates to 15 percent of the total City budget.
2. To foster and promote an effective Department Head -- City Manager -- Council management team.
3. To enhance the City's financial stability through citizen-centered economic development and careful but creative financial management.
4. To insure the operation of an efficient and effective organization in the delivery of municipal services.
5. To maintain stable, productive labor relations with all City employees/organizations.

Redevelopment Agency

Cable Television

Risk Management

Legislative Analysis

Intergovernmental Relations

Personnel

Mobile Home Rent Review

Labor Relations

Community Relations

Long-Term Goals

- A. Continually evaluate the fiscal viability of the City and develop alternative solutions to major fiscal threats.
- B. Facilitate commercial/industrial development within the Industrial, Foothill Boulevard and Old Town Specific Plan areas.
- C. Pursue an aggressive redevelopment posture including the use of Agency funds.
- D. Enhance existing revenue sources and constantly monitor City expenditures.
- E. Explore partnership opportunities in future ULV expansion projects.
- F. Continually monitor and correlate departmental work programs and the Strategic Plan to provide a clear sense of direction of organizational goals and priorities.
- G. Provide enhanced supervisory and leadership training.
- H. Enhance public information efforts through technology, i.e., Internet, email, etc.
- I. Closely monitor the City's general liability and workers' compensation risk management programs.
- J. Facilitate regular interaction between the Council and employee associations/organizations.



CITY CLERK'S DEPARTMENT

Operational Strategy

1. To provide quick, courteous, accurate information to citizens relating to governmental processes.
2. To foster and maintain effective citizen participation in the City Council, election, and Commission processes.
3. To develop an easy to use record keeping and management information system to serve the Council, staff and citizens.
4. To provide efficient clerical and technical support to the City Council and the administrative offices.

Records Management

*City Council Agenda
Preparation*

City Council Proceedings

Municipal Elections

*Municipal Code
Maintenance*

Public Notices

Public Warnings

*Political & Economic
Filings*

Clerical Support

Long-Term Goals

- A. To implement the automated legislative history system.
- B. To revise and update the Municipal Code so that it is understandable to the general public.
- C. To provide as much public information as possible using the Internet, including Council and commission agendas, meeting schedules, and voting information.



COMMUNITY DEVELOPMENT DEPARTMENT

Operational Strategy

1. To preserve and enhance the City's quality of life and historic/aesthetic characteristics.
2. To promote economic development (i.e., commercial and industrial).
3. To maintain land-sensitive residential development.
4. To coordinate the various master plans and ordinances with the General Plan.
5. To enhance the Department's internal operations, efficiency, and public image.
6. To fund and implement State mandated local planning initiatives.
7. To provide a technical, research and analytical skills to citizens, the Council and other departments.

Planning

Zoning

Building & Safety

Economic Development

Engineering

Housing

Development Review

Block Grants

*Housing
Rehabilitation*

*Transportation
Planning*

*Downtown Business
Improvement District*

Long-Term Goals

- A. Processing of current planning projects under State law and local standards.
- B. Implement the General plan, zoning ordinance, and specific plans.
- C. Continue periodic review and updates as necessary of the General Plan.
- D. Pursue strategies for economic development to protect and secure La Verne's economic future .
- E. Develop a neighborhood reinvestment strategy for targeted neighborhoods to prevent physical decline, crime and other concerns.
- F. Consolidate obsolete specific plan standards.
- G. Continue review of development process/streamlining practices.
- H. Pursue electronic interaction to keep on leading edge of communications technology (i.e. automated systems with SCAG and COG, etc.).
- I. Encourage and participate in efforts to preserve and maintain existing and future open space resources through regional efforts.
- J. Address and provide for transportation needs of the community (including vehicular, pedestrian, public transportation, bicycle) .
- K. Ensure a variety of housing types are available to all economic segments of the community.
- L. Foster a diverse mix of business and industry to serve community needs.
- M. Preserve and protect existing cultural resources (e.g. public art, historic preservation, etc.).
- O. Serve as a catalyst to ensure balance between the impacts of business development and the community's quality of life.



Operational Strategy

1. Monitor and coordinate all areas of the Fire Department service delivery system to ensure the most effective and efficient service possible with the available resources.
2. Develop a plan that addresses current and future Fire Department needs for facilities, equipment, and personnel.
3. Enhance professional development and physical standards for all emergency response personnel.
4. Maintain a quality multi-hazard emergency preparedness/response plan and effectively promote and exercise the plan within the City organization and the community at large

Fire Suppression

Fire Prevention

Paramedic Service

Emergency Preparedness

*Hazardous Materials
Control & Containment*

Public Education

Apprentice Program

Explorer Program

*Special Community
Events*

Christmas Program

Long-Term Goals

- A. Create a "roadmap" by developing a Fire Department Strategic Plan.
- B. Continually evaluate technological advances as applicable to support and delivery of emergency services.
- C. Study the feasibility of establishing a Fire Training Facility location.
- D. Provide and support educational opportunities for career development.
- E. Maintain a quality assurance program for emergency medical services.
- F. Maintain and improve the Department's physical fitness program.
- G. Evaluate various funding mechanisms to provide more on-duty staffing.
- H. Develop community education programs including enhanced efforts to promote citizen self awareness and preparation.
- I. Evaluate and recommend enhanced emergency preparedness capabilities for on-duty personnel.



FINANCE DIVISION

Operational Strategy

1. To expand or preserve the City's financial resource base in order to maintain established municipal service levels.
2. To provide a modern, high standard of fiscal reporting, cost accounting, revenue and expenditure control system.
3. To provide a system of prioritizing the Capital Improvement needs of the City.
4. Monitor and manage the City's financial assets.

Annual Budget

Investments

Utility Users Tax

Business License

Accounting Services

Payroll & Benefit Administration

Cashier Services

Accounts Payable

Accounts Receivable

Long-Term Goals

- A. Maintain a comprehensive property tax management program.
- B. Provide an efficient billing and collection system.
- C. Maintain and update sales tax monitoring system.
- D. Administer bonding financings and other various long-term debt financing.
- E. Maintain a parcel accounting and property management data base.
- F. Administer the five-year capital improvement program.
- G. Study and pursue additional alternative revenue sources.
- H. Administer scheduled CFD increases and monitor impacts.



INFORMATION SYSTEMS DIVISION

Operational Strategy

1. Use information systems to conserve limited resources by making the most cost effective use of City staff and equipment.
2. Provide the best service to the public through use of technology to disseminate information quickly, accurately, and appropriately.
3. Use information systems to provide the quality working conditions for La Verne employees, accomplish basic and repetitive operations, and allow more productive use of staff time.
4. Use information systems to support communications among City staff and between staff and the public, expedite the communication of messages and documents whether in the form of voice, image, or data.

*Information System
Maintenance*

*Software & Hardware
Acquisition*

*Telephone
Communications*

*Electronic
Communications*

*I-NET Design &
Development*

*City Web Page
Development
& Maintenance*

*Data Storage &
Maintenance*

Long-Term Goals

- A. Complete the development of a high-speed Intranet linking all city facilities.
- B. Study the need for acquisition of additional hardware and software for network and communications.
- C. Capitalize on technology changes to improve communication with citizenry (i.e. blogs, podcasts, etc.)
- D. Develop a consolidated voice mail delivery system for City Hall employees and City Council.



POLICE DEPARTMENT

Operational Strategy

1. Maintain a crime rate which keeps La Verne in the lower one-third ranking of cities for crime rates by the State of California.
2. Maintain a high level of service measured by response times which are acceptable to the community.
3. Emphasize the positive image of the Department through proactive community relations programs.
4. Enhance efforts in specialized areas including cultural awareness, crime prevention, drugs and alcohol enforcement, school crimes, and traffic.
5. Enhance responsiveness to employee needs with an emphasis on a healthy work environment.
6. Work cooperatively with local, state, and federal law enforcement agencies to maintain open communications and networking opportunities.

Patrol

Investigations Bureau

Traffic Bureau

Communications Dispatch

Jail Services

Special Enforcement Team

Reserve Forces Detail

Records Management

Crime Prevention

Community Relations

Citizens' Academy

*Retired Senior
Volunteer Patrol*

Long-Term Goals

- A. Monitor Part I crime rate as defined in the FBI Uniform Crime Report and ensure that rates do not increase by more than the State average through proactive enforcement measures.
- B. Maintain response times at three minutes or less for emergency calls and eleven minutes or less for non-emergency calls.
- C. Maintain a strong and highly visible profile in the community through the following: school resource officer, participation in the Youth and Family Action Committee, Citizens' Academy, Retired Senior Volunteer Patrol (RSVP), and the neighborhood watch program.
- D. Maintain specialized units within the department such as crime prevention, motor officer program, and special enforcement team to address specific areas of concern.
- E. Provide technology, equipment and facilities that creates a comfortable and stable work environment.
- F. Maintain a proactive code enforcement program with defined priorities and established protocol that will preserve the quality of life throughout the community
- G. Explore regionalization opportunities with neighboring agencies to consolidate services, programs, and/or facilities that will provide enhanced, cost effective law enforcement services to the community.



PARKS & COMMUNITY SERVICES DEPARTMENT

Operational Strategy

1. To develop parks and recreation facilities according to the Park Master Plan.
2. To obtain reliable sources of funding to provide necessary, ongoing maintenance of park grounds, medians, street trees, facilities, and capital improvement projects.
3. To enhance the delivery of recreation and community service programs to the community with particular emphasis on youth, senior citizen, and teen populations.
4. To effectively manage and market the Community Center, Veterans Hall, and Oak Mesa facilities in a cost effective manner.
5. To maintain the grounds of all park facilities at an acceptable level identified by the standards of maintenance in terms of type and frequency of work performed. (For example, Levels A, B, and C.)

Park Maintenance

Street Tree Maintenance

Fee & Charge Classes

Youth & Adult Sports

Special Events

Family Excursions

Senior Citizen Programs

Family Excursions

Youth Sports Committee

Senior Advisory Committee

Long-Term Goals

- A. Implement park development and improvements as outlined in the 2006 Parks and Community Services Master Development Plan and revise as needed.
- B. Study other funding methods to finance park and tree maintenance and capital improvement projects.
- C. Evaluate the possibility of additional park user fees.
- D. Maintain park maintenance at Level B.
- E. Continue focus on Community Center, Veteran's Hall, and Oak Mesa marketing/management strategies.
- F. Continue implementation of xeriscape program in landscape areas where appropriate.
- G. Study options to better serve senior, youth, and teen group populations.
- H. Explore the use of privately owned facilities for use of cultural and recreational programs.
- I. Explore partnership and use of other senior housing developments for senior recreation programs.
- I. Explore options for building a gymnasium.



PUBLIC WORKS DEPARTMENT

Operational Strategy

1. To plan for and provide required infrastructure to accommodate the needs of the City.
2. To determine and provide for an adequate level of service and maintenance for the City.
3. To comply with all federal and state mandated requirements on a timely basis.
4. Maintain a limit on potential liabilities.
5. Reduce City's dependence on import water supplies.
6. Pursue grants and or alternative funding sources for infrastructure maintenance and service enhancements.

Water Utility

Sewer Utility

Street Maintenance

Fleet Maintenance

Facility Maintenance

Customer Service

Graffiti Removal

Water Conservation

Waste Management

Construction

Inspection

*Capital Improvement
Planning*

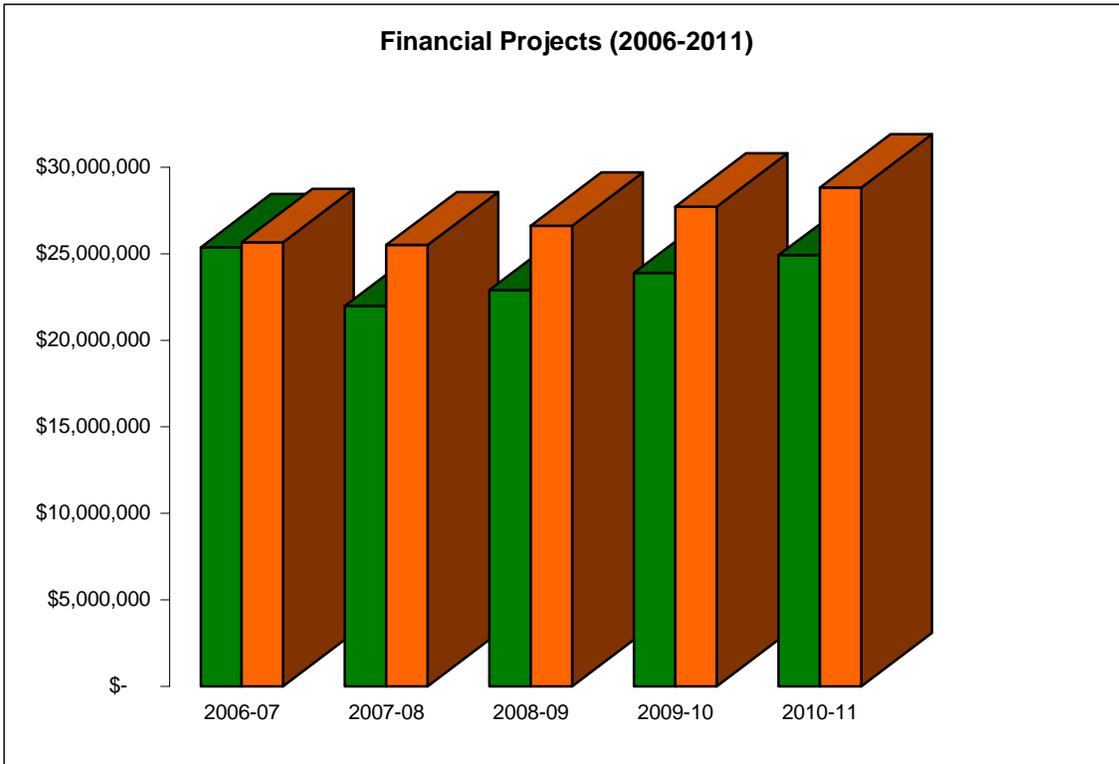
Long-Term Goals

- A. Maintain a 3 - 5 year capital improvement plan including widening of major arterial streets, traffic signal grid system, underground utility districts, improved streetscape, new and replacement water system needs, etc.
- B. Develop and maintain a computerized maintenance program (e.g., Pavement Management Program, Maintenance District Program, Water System Preventative Maintenance, etc.).
- C. Computerized right-of-way management for Public Works Department (e.g., right-of-way information, stop signs, traffic and street name signs, equipment, utilities, etc.).
- D. Coordinate compliance with state mandated waste management requirements (AB 939).
- E. Coordinate compliance with federal and state mandated NPDES (storm water) requirements.
- F. Maintain emphasis on water conservation.
- G. Investigate alternative funding sources for infrastructure maintenance.
- H. Develop a strategy to address potential financial obligations associated with the Miramar Treatment Plant.
- I. Develop a plan to address future cost impacts associated with the maintenance of Foothill and Baseline.

Appendix C

FINANCIAL OUTLOOK

A key step of the strategic planning process is understanding the current and future fiscal make up of the organization. As a community with limited resources and opportunities to generate more becoming more restrictive, constant, careful evaluation of adding expenses is needed to ensure those resources are used in the best and most economical way for the community. For that reason, five-year projections were established to enable the planning team to have a better understanding of the financial limitations that would need to be factored into the strategic priorities.



The chart above represents a forecast of the city's expected resources versus traditional uses. The graph shows the current fiscal year (2006-07) based on actual yearend estimates, and projections for the subsequent four years. As is the case with any projection, certain assumptions were made to provide the forecast. In this case we have assumed modest revenue growth with no reductions of existing revenue sources. While expenses show growth along historic trends of approximately 4%.

Appendix E

PLANNING RESOURCE LIST

In addition to the strategic plan there are many documents that staff uses to make decisions on policies and to provide guidance on direction for the City. Each document is created with a specific purpose in mind. The focus of these documents includes land use, financial plans, city codes, master plans of local entities and many others. Each of the listed resources has been formally adopted by the City Council and is updated as needed.

Due to the nature of the strategic plan and the effects that each of these documents has on our decision making process, identifying them, as a point of reference seems appropriate.

Municipal Codes - Local laws established by the City Council to govern items under local control.

General Plan - Updated every ten years, this document identifies permitted land uses within the city and sets policy on a variety of development-related issues.

Redevelopment Agency Project Descriptions - This document was required at the time of Improvement Agency's formation and includes a list of all projects areas within the Agency.

Redevelopment Agency Five -Year Implementation Plan - This document identifies potential Redevelopment Agency related project activities for a five-year period. These projects also include low and moderate income housing activities. The current plan covers the period 2000-2005.

Housing Element - Updated in 1999, this document identifies current and future housing needs, while establishing programs that facilitate preservation and development of homes

Guiding Principles for Community Conduct -Adopted by the City Council in 1999, the principals are used to serve as a reminder for adults to serve as role models.

Fire Department Strategic Plan - Developed in October 2000, this Plan identifies and prioritizes projects for the Fire Department over the next five years.

Parks & Recreation Facilities Master Plan - Updated in 2006, this plan identifies long-range development strategies for parks and recreational facilities in the community.

Lordsburg Specific Plan - This document provides zoning, historic preservation guidelines, and development standards for the historic Old Town area and surrounding Lordsburg residential neighborhoods.

Industrial Specific Plan - This document, soon to be named the Arrow Corridor Specific Plan, provides zoning and development standards for this predominately industrial and business park area between Arrow Highway and Brackett Airport.

Annual Budget Document - Adopted annually, the budget is created to identify City financial needs versus the projected resources.

Consumer Price Index - Used by various Departments to forecast expenses.

Water Master Plan - Document that guides the orderly growth of the City's water delivery system in accordance with the General Plan.

Sewer Master Plan - Document that guides the orderly growth of the City's sewer system in accordance with the General Plan.

Employee Memorandum of Understanding - These documents are developed through discussions with recognized associations and individual groups on issues related to compensation and working conditions for their represented employees.

City Administrative Regulations - Compilation of policies and procedures established to provide City staff with direction on specific issues.

The following documents detail each institution's plans to deal with future growth and development. While the City is not responsible for implementation of these plans, they do require City Council approval at time of creation and whenever amended.

Damien High School Master Plan
Lutheran High School Master Plan
Hillcrest Master Plan
University of La Verne Master Plan
Various Residential Specific Plans

Appendix F

11/6/2007

STAFF PROJECT LIST

<u>Projects</u>	<u>Comments Planned Completion Date</u>	<u>CM Liaison</u>
<u>Fire Department</u>		
*Provide CPR/first aid classes for all field personnel (jointly with Police Dept.)	ongoing	CM
Offer CPR classes to the public	ongoing/quarterly	CM
Conduct 2 EOC Drills (one tabletop, one functional)	ongoing/biannually	CM
Provide Fire safety via Internet	ongoing	CM
History, allergy & meds Program (HAM) for seniors	ongoing	CM
*Remodel/Relocate EOC Dispatch	12/08	CM
*Radio System Upgrades/Rpt (joint w/PD & PW)	08/07	CM
*Old Town Building Height Fire Fee Study Study possible funding mechanism for fire mitigation to allow an increase in building heights	10/07	CM
Fire Dept. Strategic Plan	9/07	CM
NIMS Migration	12/07	CM
Insurance Service Office (ISO) Audit	02/08	CM

Parks & Community Services

Liaison with Mental Health Authority	ongoing	ACM
*Tree trimming & maint. plan	10/07	CM
Develop preliminary plan for Beech St. park (In cooperation with City of Claremont)	ongoing	CM
Veterans memorial plan	11/07	CM
Partner with private senior housing facilities to provide senior recreation activities	ongoing	CM
*Continue to negotiate with ULV on the ULV/City Sports Complex	Ongoing	CM
a. Financing Plan		
b. User Agreement		
c. Use of City owned land		
Synthetic Turf field at BHS	09/07	CM
City Park Ordinance Revision (Dog)	08/07	CM
*Open Space Master Plan	06/08	CM
City Gym/Committee/Plan	08/07	CM

Community Development Department

Track key political/economic development projects:		
- Kmart/Von's/Pep Boys sites	ongoing	CM
- MWD Puddingstone property		
- Edwards (Regal) lot and property		
- South side Foothill – off of Town Center		
- Residential: Live Oak Trails, Sage Cyn, Stephens Ranch, Worden Ranch, Puddingstone Hill	ongoing	
Fairplex/NHRA projects	ongoing	CM
Ordinance Amendments		
-Wireless Antenna/Cell Towers Ordinance	09/07 CM	
Old Town Parking – Status Report	07/07	CM
Liaison with OTLVBID	ongoing	CM

Gold Line Transit-Oriented Development (T.O.D.) Specific Plan	06/08	CM
North La Verne Open Space Master Plan	06/08	CM
Remnant Freeway property disposition	ongoing	CM
CDBG administration	ongoing	CM
MWD Weymouth Ozone project	ongoing	CM
ULV Master Plan/Expansion	ongoing	CM
*ULV/City Sports Complex	ongoing	CM
Possible Fruit Street Entry Monumentation	07/07	CM
Oak Tree Ordinance Revision	09/07	CM

La Verne Redevelopment Agency

OPA's	ongoing	CM
Retail recruitment/economic development	ongoing	CM
Liaison with Chamber of Commerce	ongoing	CM
Foothill Boulevard promotion/Merchant's committee liaison	ongoing	CM
Olson site – Hsiensien Construction	07/07	CM
*Old Town Building Height Fire Fee Study Study possible funding mechanism for fire mitigation to allow an increase in building heights	09/07	CM
Possible Bonita Avenue Development/ Potential Parking Structure	12/08	CM
*Valley Rancho Strategy	12/07	ACM

Public Works Department – Water & Sewer Division

Wellhead treatment system	06/07	CM
Sewer Master Plan Update	05/07	CM
Water Ordinance Update	07/07	CM
CIP Development/Implementation	ongoing	CM

Public Works – Streets/Equipment Divisions

CIP/PMP Development/Implementation	ongoing	CM
Storm Drain Master Plan	05/07	CM
West/MC debris basin	ongoing	CM
CNG fueling station	12/07	CM
*Facility communication upgrade	12/08	CM
*Radio System Upgrades/Rpt (joint w/PD & Fire)	08/07	CM
Baseline Relinquishment	12/07	CM

Police Department

*Remodel/Relocate EOC Dispatch	12/08	CM
*Radio System Upgrades/Rpt (joint w/PW & Fire)	08/07	CM
* Youth & Family Action Committee	ongoing	ACM
Investigate Traffic Signal Photo Enforcement	09/07	CM
Medical Marijuana Ordinance renew moratorium to October 2008 (expires 10-15-07)	10/08	CM
Annual review of code enforcement activities	07/07	CM
*Old town Parking – Status Report	07/07	CM

City Manager's Office

Mobilehome Park liaison including ownership issues w/Valley Rancho & La Verne Mobile Country Club	ongoing	ACM
* Coordinate City newsletter	ongoing	ACM
Library services liaison issues	ongoing	ACM
Economic Development - all CRA activities	ongoing	CM

Liaison with BUSD Joint Subcommittee	ongoing	ACM
Coordinate Strategic Plan update process	04/07	CM
* Liaison with Youth & Family Action Committee	ongoing	ACM
Liaison with Insurance Authority	ongoing	ACM
Liaison with LVTV/cable TV issues	ongoing	ACM
Liaison with Humane Society	ongoing	CM
Liaison with PVTA	ongoing	ACM
Liaison with Chamber of Commerce	ongoing	CM
*Valley Rancho Strategy	6/07	ACM
Medical Marijuana Ordinance renew moratorium to October 2008 (expires 10-15-07)	10/07	CM
Liaison with MTA on transportation issues	ongoing	ACM
Develop or revise Adm. Regs.	ongoing	CM
*MWD property development Master Plan	ongoing	CM
<u>Information Systems Division</u>		
Maintain City Hall users committee	ongoing	ACM
Fire Web Hosting	ongoing	ACM
Maintain Home page	ongoing	ACM
Mt. SAC Training Lab Network	ongoing	ACM
Data Communication (Fire tower)	pending	ACM
Linux based server opportunities	ongoing	ACM
*Facility communication upgrade	pending	
<u>City Clerk's Office</u>		
La Verne Municipal Code updates including Ord. amdts. as needed and updates to Code online	current	CM

Archiving of permanent/historical records Coordinate in-house scanning and imaging	ongoing	CM
Coordinate Install, Digital agenda mgmt system	06/07	CM
Coordinate training, Digital agenda mgmt system	07/07	CM
Develop City Clerk Procedure Manual	ongoing	CM
<u>Finance Division</u>		
Monitor State budgetary process	ongoing	CM
Budget review for City	ongoing	CM
Update administrative regulation procedures for City's UUT flat rate payers	ongoing	CM
Perform financial reviews of Selected UUT reduced ratepayer organizations	10/07	CM