

RESOLUTION NO. 10-10

1 A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LA VERNE, COUNTY OF
2 LOS ANGELES, STATE OF CALIFORNIA, APROVING THE 2009 CITY OF
3 LA VERNE STRATEGIC PLAN

4 BE IT RESOLVED by the City Council of the City of La Verne as follows:

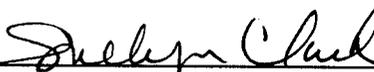
5 SECTION 1. That the hereby approves the updated 2009 Strategic Plan, said
6 Plan being in the form attached hereto and made a part hereof by reference as though
7 the same were set forth in full herein.

8 Section 2. The Mayor shall sign and the City Clerk shall certify to the
9 passage and adoption of this Resolution and thereupon the same shall take effect and
10 be in force.

11 APPROVED AND ADOPTED this 16th day of February, 2010.

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15 
16 _____
17 Mayor Don Kendrick

18 ATTEST:

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20 
21 _____
22 Evelyn C. Clark, City Clerk

23 I hereby certify that the foregoing Resolution No. 10-10 was duly and regularly adopted
24 by the City Council of the City of La Verne at a meeting thereof held on the 16th day of February,
25 2010 by the following vote:

26 AYES: Carder, Nasmyth, Rodriguez, and Mayor Kendrick.
27 NOES: Johnson.
28 ABSENT: None.
29 ABSTAIN: None.

30
31 
32 _____
33 Evelyn C. Clark, City Clerk

City of La Verne

STRATEGIC PLAN

2009 UPDATE



Don Kendrick, Mayor
Robert F. Rodriguez, Mayor Pro Tem
Steven Frank Johnson, Council Member
Donna Nasmyth, Council Member
Robin Carder, Council Member

CITY OF LA VERNE 2009 STRATEGIC PLAN

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CITY MANAGER'S MESSAGE

The following document is the result of the ninth time City Council and staff have met to consider and rewrite the City's strategic plan. Current and previous city councils are to be commended for the long-term commitment to this effort. Over the years, this document has proven to be an invaluable tool allowing the city to proactively develop plans on issues that confront the community. This "revised" plan provides a clear picture of the Council's vision.

Considering there have been several council changes since the last retreat, it was important to dedicate a portion of our discussion on evaluating several core elements and confirm they were still valid or decide if a new direction was in order. While in most cases our basic tenets remained unchanged, there were aspects of the Strategic Analysis, SWOT, Mitigating Factors and Actions that were updated to reflect current issues.

In general the Council confirmed our Strategic Analysis, the fundamental principles on which the priorities for the community are based. However, it was acknowledged that as finances become restrictive these elements might come into conflict with one another. As such, changes were included to reflect this dominating influence.

- Being a Full Service City – Preserve the existing scope of services with City staff; however, it is realized that commitment to this option may begin to affect the level of services provided.
- Concerns over Finances – A sustained slowing economy will heighten this fear especially as we work to provide the complete range of municipal services.
- Providing Quality Services – Current fiscal pressures make the previous desire to expand services unrealistic so focus should be on ensuring the remaining services are done at the highest level possible.

Also, while new weaknesses were identified to be cognizant of and opportunities to leverage, most of the existing internal and external dynamics from the previous SWOT were validated. Additions included:

Weaknesses

- In attempting to do more with less, be cautious to not overextend existing staff beyond limits.

Opportunities

- Utilize the slowing economy as a possible way to get Capital Improvement Projects done more affordably.
- Take advantage of a more active Chamber of Commerce and supportive business community.
- High level of community trust and activism should be leveraged.

Through the process numerous issues were evaluated, but the following five were considered the most critical to La Verne in the next 3-5 years and as such are further described in this document: Managing the increase in retirement costs, Revising language in the Utility Users' Tax, Securing funding for pavement management program, Level of maintenance and charge for landscape districts, Additional Improvements at the public safety facility. Included with each priority was the Council's desired outcome, which was used to formulate the approaches necessary to achieve the noted results.

It was also recognized that several broader challenges may also influence the future. As previously stated, foremost will be our fiscal position, escalating costs of providing services to the community, and continued declining revenues will be the most burdensome obstacle. Also the recent and future loss of key leaders will test our ability to keep these influences from impacting the delivery of services to the community. Thus, having a general consensus of the council's desired direction for the organization is key to mitigating the effects of these unanticipated changes.

In closing, appreciation is extended to the department heads for their collaborative approach in creating this document. Also my gratitude to the City Council for their collective team effort in developing a shared vision of how to best serve the constituents.

Martin Lomeli
City Manager
December 2009

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.



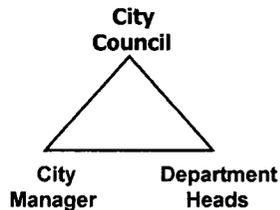
Quality of Life – Beyond the provision of high quality services to satisfy basic human needs, we are concerned with quality of life issues that affect all members of the community. Concern for quality of life encompasses, but is not limited to, protection of the environment, safety, community aesthetics,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



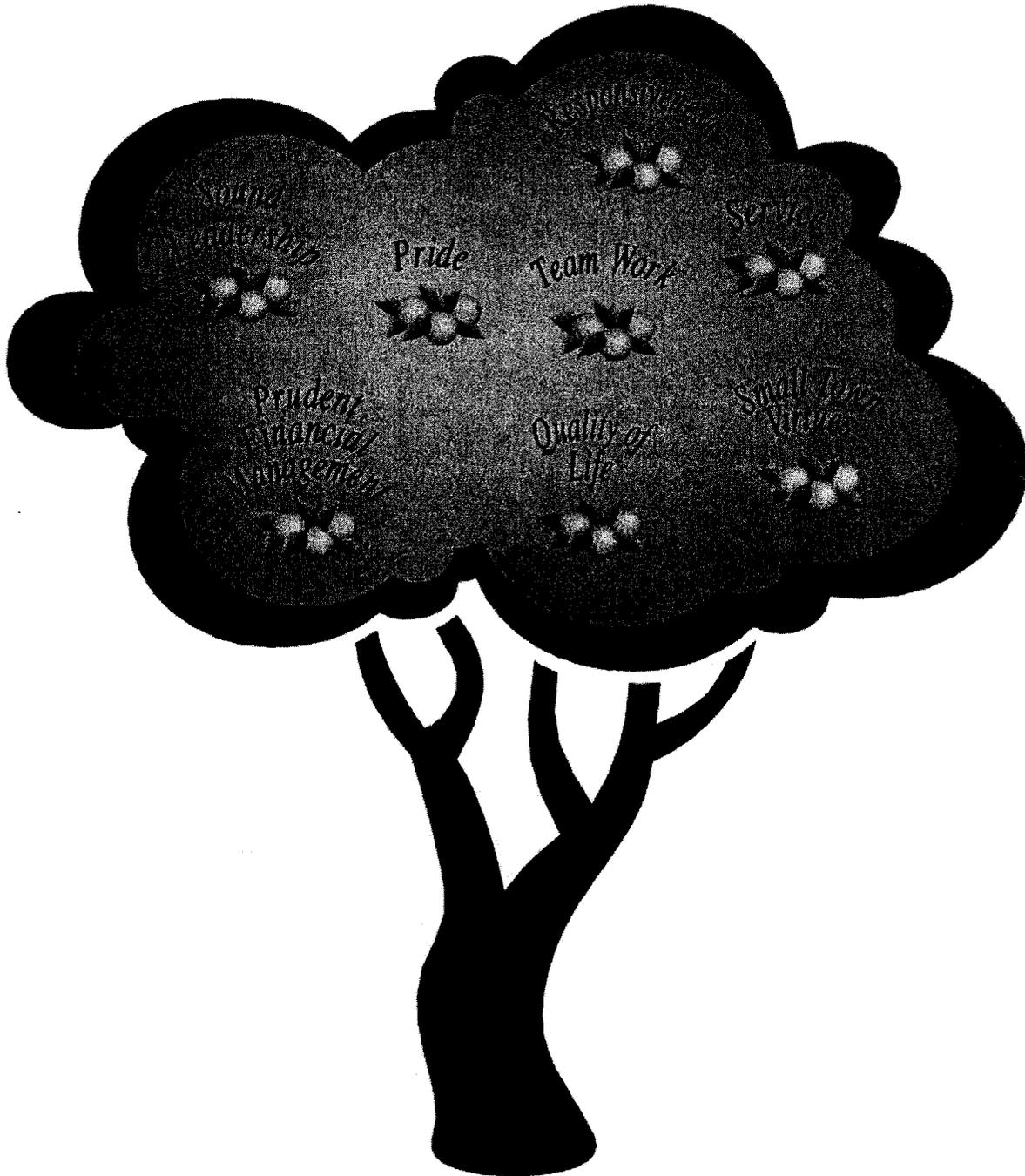
Prudent Financial Management – Like most public agencies, we are confronted with increasing demands for services in the face of limited financial resources. Accordingly, we embrace a tradition of fiscal conservatism that calls for prudent spending and maintenance of a sufficient general fund reserve 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.



SETTING OUR PRIORITIES

As confirmed in this year's review of the strategic analysis, being a full service city that provides a full range of municipal services to the community, in the most cost effective manner, is paramount to our identity. While much value is placed in doing what is necessary to achieve that goal there are also other less significant issues that will effect the organization and as such require our consideration.

During the workshop departments presented a list of key issues that had potential impact to their respective operations and required council direction. Collectively department heads and the City Council members reviewed each item and consolidated the list to five that were deemed to be most significant to the organization. After evaluating possible outcomes the city council identified a preferred alternative for each. Following that, the group developed and agreed on the steps necessary to achieve each goal, which are detailed in the attached implementation plans. The appropriate elements of these implementation plans will be included as part of the respective department's six-month project list.

It is important to note that since the preferred alternative only established general directions subsequent council actions will be required as necessitated by each project.

Issue 1: Managing Increase of PERS Rates

Summary

Citing approximately 28% in losses for the year ending June 2009, CalPERS published worst-case scenarios for employer rates. Preliminary estimates indicate rates for fiscal years 2011/2012 – 2013/2014 will increase significantly. In the case of La Verne they are projected to rise by 10.8% for Safety employees; and 5.5% for miscellaneous employees over that three-year period. Assuming these new rates are accurate (which the November 2009 actuarial report from PERS indicates this to be so), the City's retirement costs would go up by \$1,400,000 by fiscal year 2013-2014. Such rates are anticipated to remain in place for 15-20 years.

These added costs coupled with a drop in revenue will result in the City's General Fund operating costs exceeding annual resources. Due to this projected deficit it is necessary for the City to consider how to address the added expense in the long term.

Direction

1. Share impact with existing employees
2. Reduce expense to minimize difference
3. Eliminate practice of paying employee share for new hires

	Action Item	Responsible Party	Others Involved	How Evaluated	Anticipated Completion
1	Meet with employee groups	Russi Lomeli	Association Reps	Meetings scheduled	As MOU's expire (2009-2011)
2	Develop formula for existing employees that "we can live with"	Russi Lomeli	Association Reps/City Council	Agree to a formula of cost sharing	As MOU's expire (2009-2011)
3	Negotiate separate level of benefit contribution for all new hires	Russi Lomeli	Association Reps/City Council	Agree to a formula of cost sharing	As MOU's expire (2009-2011)
4	Update MOU's	Russi	Association Reps	MOU's complete	March 2010/2011
5	Approval by City Council	Russi	City Council	MOU's approved	March 2010/2011

Issue 2: Clarification of Utility Users Tax

Summary

Technological changes in the Telecommunication industry are putting \$700,000 of the City's Utility Users tax revenue in jeopardy. Closing this "loophole" would require a voter-approved amendment to the ordinance. If language changes are not made to the existing ordinance it is possible the City would not prevail if challenges are raised. In order to protect this ongoing general fund revenue, changes that have already been considered by other agencies should be incorporated.

Direction

- o Place revised UUT language on March 2011 ballot

	Action Item	Responsible Party	Others Involved	How Evaluated	Anticipated Completion
1	Draft Ordinance	Clark/Lomeli	City Attorney	Ordinance complete	June 2010
2	Hire consultant to poll residents	Clark/Lomeli	City Attorney, consultant	Favorable poll response	June/July 2010
3	Draft language for resolution	Lomeli	City Attorney	Resolution complete	Fall 2010
4	Develop committee to coordinate effort	Lomeli	City Attorney, City Council	Committee in place	Fall 2010
5	Campaign	Council/Committee	City Manager	Residents receive information and understand the need for the	January 2011
6	Election	City Clerk		Voter approval	March 2011

Issue 3: Pavement Management

Summary

The City attempts to maintain the overall Pavement Condition Index (PCI) at 75. The City's average PCI rating is currently 71.5, which in simple terms is a C- grade. Unfortunately due to revenue losses or other Council priorities the department's pavement management program has never been fully implemented. While staff has adapted a program that maximizes project benefits using the limited dollars allocated to the program each year the limited revenue has caused the deficiency.

The estimated backlog of pavement work totals more than \$13 million (\$9,850,450 of reconstruction work and \$3,460,997 of overlay work). Currently, \$4 million is needed annually for a 5-7 year period to reduce the backlog and maintain La Verne's road system at a PCI of 75 or better.

Direction

Consider funding policy to protect pavement management funding to remove backlog and prevent further decline in the PCI.

	Action Item	Responsible Party	Others Involved	How Evaluated	Anticipated Completion
1	Protect pavement management funding	Keeseey	Finance Officer, City Manager	Reduced liability issues Reduced public complaint Aesthetics	During Budget Adoption
2	Explore alternative sources/grant funding	Keeseey	Public works staff	Funds received	Ongoing

Issue 4: Public Safety Improvements

Summary

The Public Safety Remodel project has been completed with the exception of a few remaining ancillary items. Status of future expansion efforts of the facility is somewhat dependent upon a proposed joint venture with the City and Mount San Antonio College to build a new Fire Academy Training Center. This could result in the construction of a new Fire Station One on Wheeler Avenue. In the meantime, improvements to specific areas of the Public Safety Facility are necessary regardless of the decision to relocate Fire Station One. Areas within the facility require rehabilitation to enhance station security, workplace pride, and public image.

Direction

Only pursue those construction projects that can be useful as part of any future expansion/remodel.

	Action Item	Responsible Party	Others Involved	How Evaluated	Anticipated Completion
1	Establish priority list of improvements needed	Pickwith Breaux	Staff	Facility requirements established	2010
2	Implement improvements as funding allows	Pickwith Breaux	Public Works Dept. Community Development Dept. City Council Vendors	Facility requirements met	2011

Issue 5: Assessment Districts

Summary

The City has eight assessment districts/zones that were formed under the Lighting and Landscape Act of 1972. With the exception of District #6, there was not an annual CPI adjustment factored into the formula assessments, as such revenues collected have not been increased since their inception. Over the last 2-3 years costs for maintaining several of the districts have exceeded the annual assessment. While this deficit has been covered by funded balances that were in place at the time the districts were accepted, in some cases those balances have been depleted and the City's General Fund has subsidized the districts' expenditures. In the 2008/09 fiscal year, \$20,000 was transferred from the general fund to offset the district expenses.

Unless maintenance costs are lowered or property assessments increased, in the next 2-3 years most of the districts' fund balances will be depleted. Such depletion will require further financial support from the general fund.

Direction

As district's costs exceed assessments contact affected residents to consider increase in assessments or negotiate for homeowners associations or residents to assume responsibility of landscape area. Order of priority is as follows:

1. Review assessments in districts 4-1, and 3
2. Review assessments in districts 2, 4-2, and 6
3. Review assessments in districts 7 and 8

	Action Item	Responsible Party	Others Involved	How Evaluated	Anticipated Completion
1	Meet with residents of Districts 4-1 and 3	Aguirre	City Engineer City Manager City Council	Meetings held	December 2009
2	Prop 218 Ballot Process	Aguirre	City Engineer City Manager City Council	Favorable ballot return	August 2010
3	Update assessment on property taxes	Aguirre	City Engineer City Manager	Assessments Increased	October 2010
4	Meet with residents of Districts 2, 4-2 and 6	Aguirre	City Engineer City Manager City Council	Meetings held	December 2011
5	SEE #2				August 2012
6	SEE #3				October 2012
7	Meet with residents of Districts 7 and 8	Aguirre	City Engineer City Manager City Council	Meetings held	December 2013
8	SEE #2				August 2014
9	SEE #3				October 2014

Appendix A

SWOT Analysis

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 objectives and goals to fulfill the 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"> • Adaptive organization with strong collaborative partnerships with outside agencies • Supportive and proactive leadership/management • Supportive working environment with and between departments • Innovative approaches to problem solving • Ability to accomplish a great deal with a very lean staff • Being readily accessible to the community and responsive to their concerns • Fiscal stability relative to the amount of debt in comparison to other agencies 	<ul style="list-style-type: none"> • Communication Systems: radio coverage, etc. • External communication and education with the community regarding City needs and issues • Use of technology to the fullest extent • Employee training/cross-training • Aging infrastructure • As a small agency, limited in ability to influence greater changes • Limited ability to expand retail base (market disadvantage, geography, commercial corridor proximity to the freeways.

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 should be focused. In addition, ways to lessen the effects of the threats (mitigating factors) and ways to leverage the opportunities (actions) are been listed next to the individual threats and opportunities. The mitigating factors and actions will also reappear in our long-term project goals and each department’s six-month project list.

Threats	Mitigating Factors
Sudden loss of revenue due to economic downturn and State mandated revenue shifts/take-aways/costs/changes in law or interpretation of the law.	<ul style="list-style-type: none"> • Maintain a balance of revenues sources to lessen dependency on one area. • Enhance public information efforts to better educate and mobilize the voting public relative to State legislative issues. • Restate and emphasize position on funding issues with elected State representatives. • Remain versed In emerging issues and changing laws.
Insufficient financial resources to provide services and maintain infrastructure and/or staffing	<ul style="list-style-type: none"> • Spur commercial and industrial development through citizen sensitive economic development • Evaluate message/method of marketing community. • 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 • Make better use of technologies to reach segments of community
Expecting too much from too few could impact quality of service	<ul style="list-style-type: none"> • Make better use of advances in technology to maximize operational efficiencies • Explore partnerships that will assist in distributing workload (i.e. partner with another agency to provide a service thus reducing demand on both agencies) • Prioritize areas of service delivery

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
Leverage low crime rate and a high level of municipal services	<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 • Communicate in Economic Development marketing
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
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
Down economy could result in lower cost of Capital Improvement Projects	<ul style="list-style-type: none"> • Evaluate projects scheduled for next 2-5 years and accelerate construction where beneficial
Supportive business community and active Chamber of Commerce	<ul style="list-style-type: none"> • Work with chamber to expand communication with existing businesses.
High level of citizens' trust and involvement (volunteerism)	<ul style="list-style-type: none"> • Maintain that relationship by improving communication with residents on needs and challenges

Appendix B

Goals and Objectives

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, 10/1/07

Labie 10/16/07

Risk Management 10/17

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.
- K. Address departments' staffing demands and workloads as personnel levels are reevaluated.



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.

Record Management

*City Council Agenda
Process*

City Council Meetings

Municipal Website

*Municipal Code
Maintenance*

Public Notices

Public Hearings

*Political & Economic
Affairs*

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 address and implement State mandated local planning requirements.
7. To provide a technical, research and analytical skills to citizens, the Council and other departments.

Planning

Zoning

Building & Code

Economic Development

Engineering

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 strategy for aging neighborhoods to prevent physical decline, crime and other concerns.
- F. Continue improved development process/streamlining practices.
- G. Pursue and utilize leading edge communications technology.
- H. Encourage and participate in efforts to preserve and maintain existing and future open space resources through local and regional efforts.
- I. Address and provide for transportation needs of the community (including vehicular, pedestrian, public transportation, bicycle) .
- J. Ensure a variety of housing types available to all economic segments of the community.
- K. Foster a diverse mix of business and industry to serve community needs.
- L. Preserve and protect existing cultural resources, with expanded programs where warranted (e.g. public art, historic preservation, etc.)
- M. Serve as a catalyst to ensure balance between the impacts of business development and the community's quality of life.
- N. Foster good planning with local institutional uses to benefit entire community.

Housing

Development Review

Code Enforcement

Housing Rehabilitation

Transportation Planning

Open Space & Cultural Resources Improvement District



FIRE DEPARTMENT

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. Maintain 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 Services

Emergency Preparedness

*Hazardous Materials
Control & Containment*

Public Education

Apprentice Program

Explorer Program

*Special Community
Events*

Wildfire 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 maintain or 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

Investment

Utility User Fees

Business Licenses

Accounting Services

Payroll & Benefits 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 bond financings and other various long-term debt obligations.
- 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 provide information quickly, accurately, and appropriately.
3. Provide the best basis for management decisions, the best tools for the presentation of analyses and evaluations, and the most consistent treatment of routine transactions.
4. Use information systems to provide the best working conditions for La Verne employees, accomplish menial and repetitive chores, and allow more productive use of staff time.
5. 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 Systems
Management*

*Software & Hardware
Support*

*Telephones
Connections*

*Electronic
Communications*

*LANET 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.
- C. Use technology to improve communication with citizenry.



PARKS & COMMUNITY SERVICES DEPARTMENT

Operational Strategy

1. To develop parks and recreation facilities according to the Park Master Plan as needed.
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

Senior Citizen Programs

Park of Charge

Youth & Teen Programs

Special Events

Family Excursions

Senior Citizen Programs

Family Excursions

Youth Sports Committee

Senior Citizens Committee

Long-Term Goals

- A. Implement park development and improvements as outlined in the 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 partnerships in areas including maintenance, recreation programming, special events, and in park development.



POLICE DEPARTMENT

Operational Strategy

1. Maintain a crime rate which keeps La Verne in the lower one-third ranking of cities for crime rated in 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

Investigative Services

Traffic Services

Community Relations

Officer Training

Special Enforcement

System Control Center

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, as staffing levels permit, through the following programs: school resource officer, active participation in the Youth and Family Action Committee, Citizens' Academy, Retired Senior Volunteer Patrol (RSVP), and an active neighborhood watch program.
- D. Maintain specialized units within the department, as staffing levels permit, such as the crime prevention bureau, school resource officer program, motor officer program, and special enforcement team to address specific areas of concern including cultural awareness, crime prevention, drug and alcohol enforcement, school crimes, and traffic.
- E. Provide technology, equipment and facilities that creates a comfortable and stable work environment. This includes replacing aging radio communications equipment and developing a plan with secure funding for the expansion and remodeling of the police facility.
- 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 such as the Foothills Special Enforcement Team (FSET) and Foothill Air Support Team (FAST) that will provide enhanced, cost effective law enforcement services to the community.



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

Asset Management

Facility Maintenance

Customer Service

Debris Removal

Water Conservation

Waste Management

Construction

Inspection

Capital Improvement

Funding

Long-Term Goals

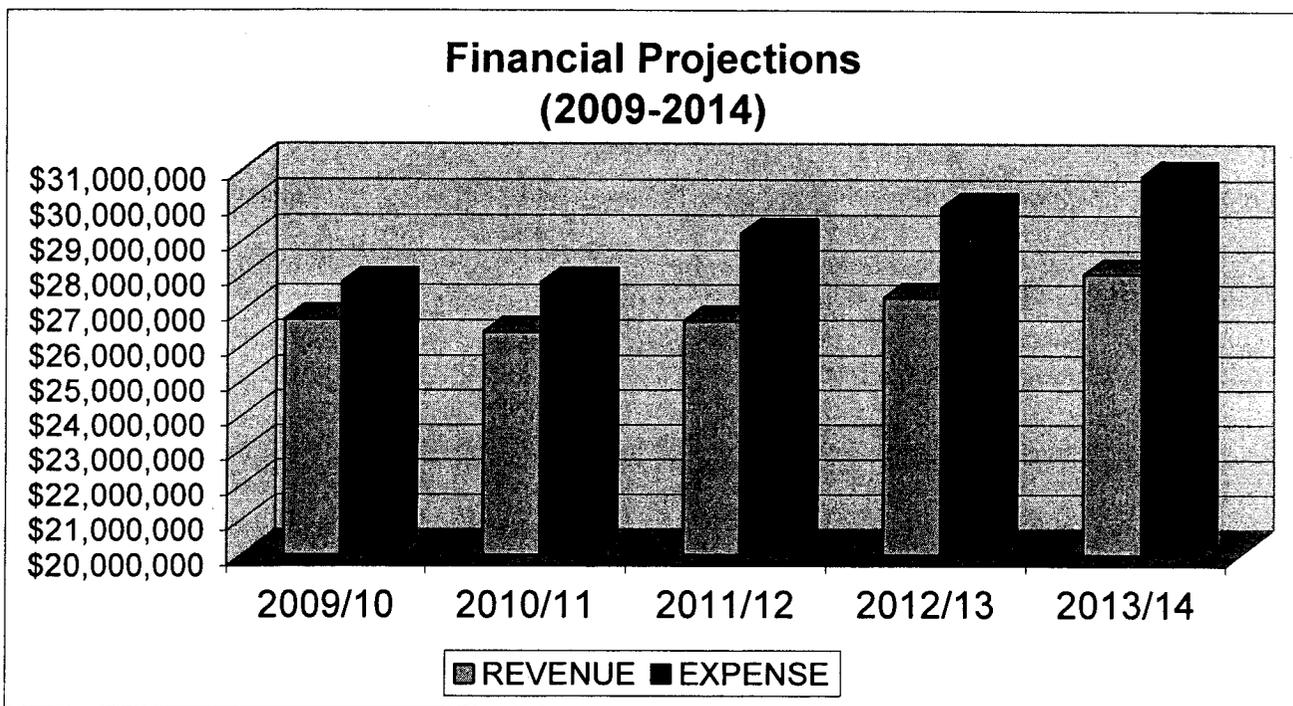
- A. Maintain a 3 - 5 year capital improvement plan including widening of major arterial streets, traffic signal grid system, underground utility districts, improved streetscape, new and replacement water system needs, etc.
- B. Develop and maintain a computerized maintenance program (e.g., Pavement 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.

Appendix C

Financial Outlook

FINANCIAL OUTLOOK

Understanding the current and future fiscal make up of the organization is key in developing a plan for allocating resources and identifying what can be done. In part due to the strategic planning process, staff and council have been very creative in developing nontraditional methods of enhancing revenue streams. These nontraditional sources have been crucial in maintaining a balanced budget. However, as illustrated in the graph below revenues have dropped in the past 12 months and are not expected to return to historical levels for the foreseeable future. Also, with a prolonged economic recovery, it is likely that opportunities to generate additional income will be limited. Thus, careful evaluation of existing operating expenses is needed to ensure resources are used in the best and most economical manner.



The graph reflects the most recent completed fiscal year (2008-09) with year end estimates, and projections for the subsequent four years. To establish future projections it was assumed there would be no growth in the city's major revenue sources for the next two fiscal year and only modest (3-4%) increases beyond that. Equally with the exception of higher retirement contributions expenditures are assumed to be relatively flat. However, even with these conservative projections, expenditures are expected to exceed revenues by \$2,000,000 or more through 2013-14.

Appendix D

Resource List

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 verses 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