



CITY *of* **BELL**

STRATEGIC PLAN

2023 - 2025





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Opening Message

Dear Bell Community,

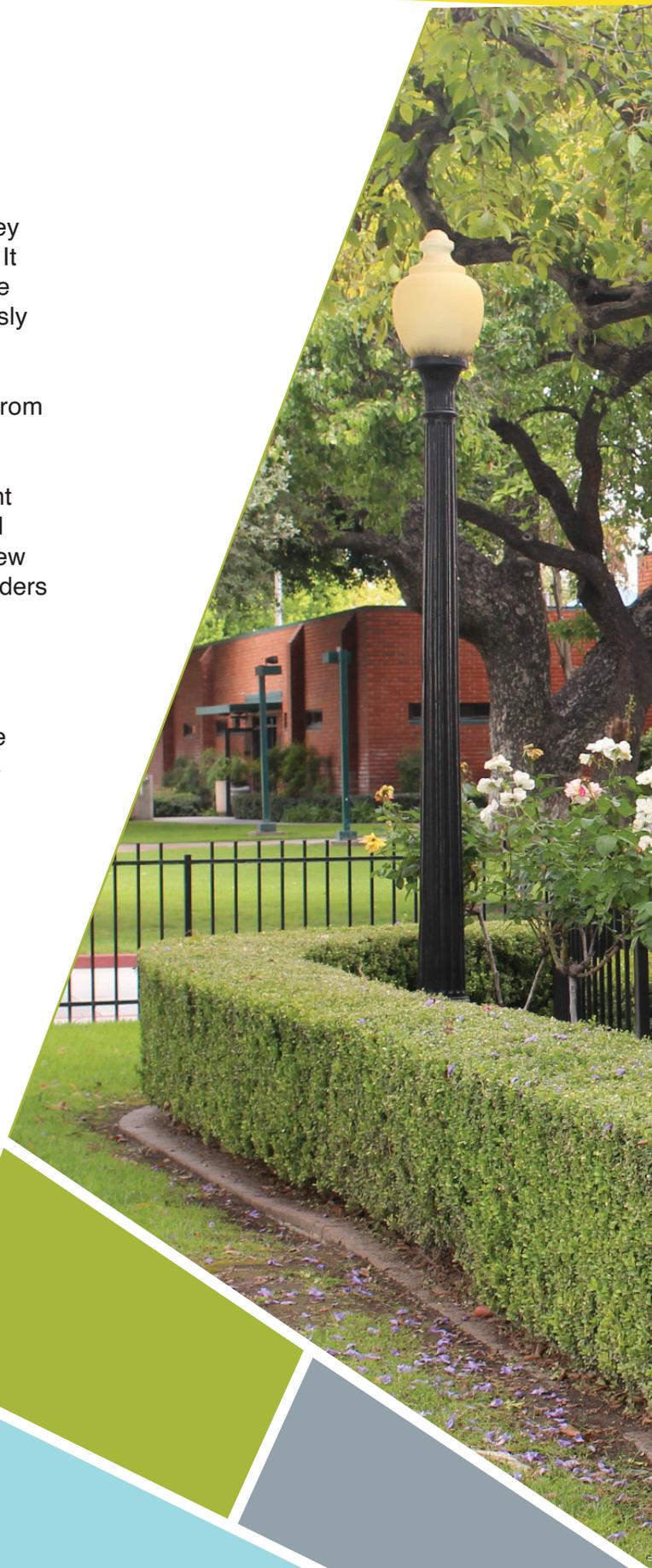
I am delighted that we are embarking on an exciting journey toward a brighter and more prosperous future for our City. It is with great pride and enthusiasm that I share with you the City of Bell's Strategic Plan. This plan has been meticulously shaped by the collaborative efforts of our esteemed City Council, the dedicated Executive Team, HR Dynamics & Performance Management, Inc., and the invaluable input from our vibrant community.

This strategic plan is not merely a document but a testament to our collective commitment to pushing the boundaries and elevating the City of Bell to unprecedented heights—The New Bell! The Plan reflects the shared aspirations of all stakeholders involved and sets a comprehensive framework to guide our city's growth and development over the coming years.

As we embark on this journey together, let us remain united in our vision for a city that is not only fiscally sound and safe but also a place where community thrives and opportunities abound. Our commitment to excellence is unwavering, and I am excited about the positive impact our strategic plan will have on the lives of current and future generations. Thank you for your trust, engagement, and commitment to making the City of Bell the best it can be. Together, we are building a legacy that will endure for years to come.



Sincerely,
Michael L. Antwine II
City Manager
City of Bell





Executive Summary

The City of Bell Strategic Plan 2023-2025 outlines defined targets and goals for the City, providing clear direction for the city's future growth and development. Creating the Plan involved months of collaboration among City leaders, staff and community members – including a Strategic Plan Workshop held on October 7, 2023.

The Plan reflects the shared aspirations of all stakeholders involved and sets a comprehensive framework to guide our city over the coming years.



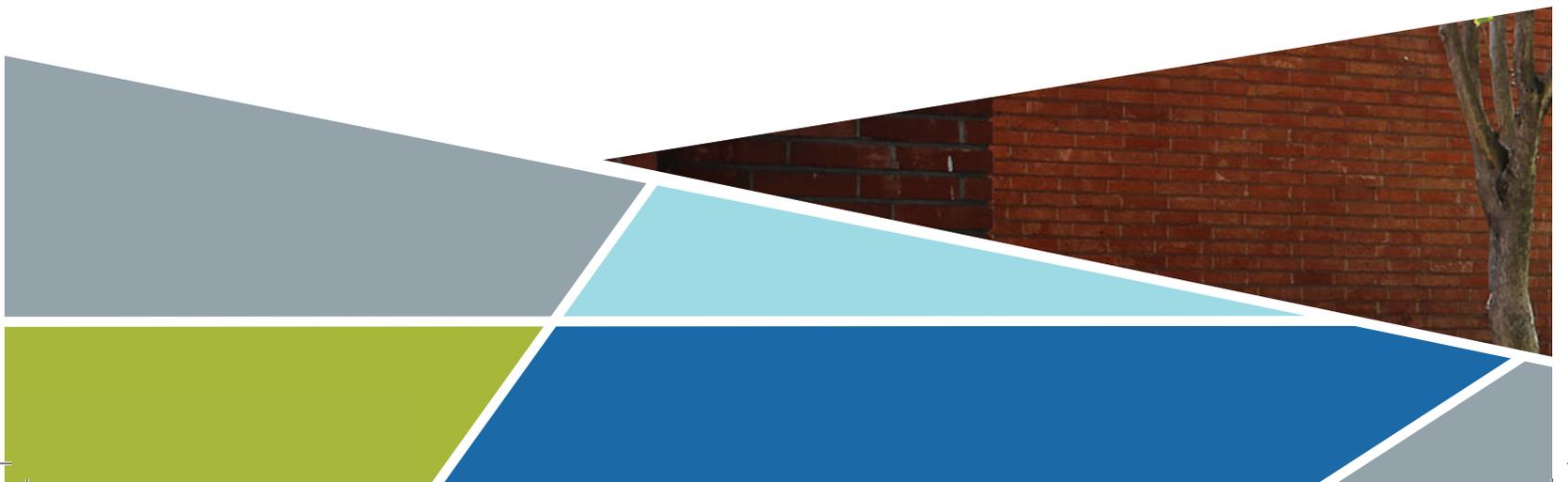
Foundations of Success: At the core of the Strategic Plan lies a commitment to economic development, enhanced communications and outreach, improved quality of life, and sustainable budgeting and revenue practices. Built on a foundation of resilience and innovation, Bell is dedicated to fortifying and expanding these strengths. By embracing sound financial practices, the city ensures its long-term stability, allowing it to better navigate economic uncertainties and invest in the services and infrastructure that matter most to our residents.

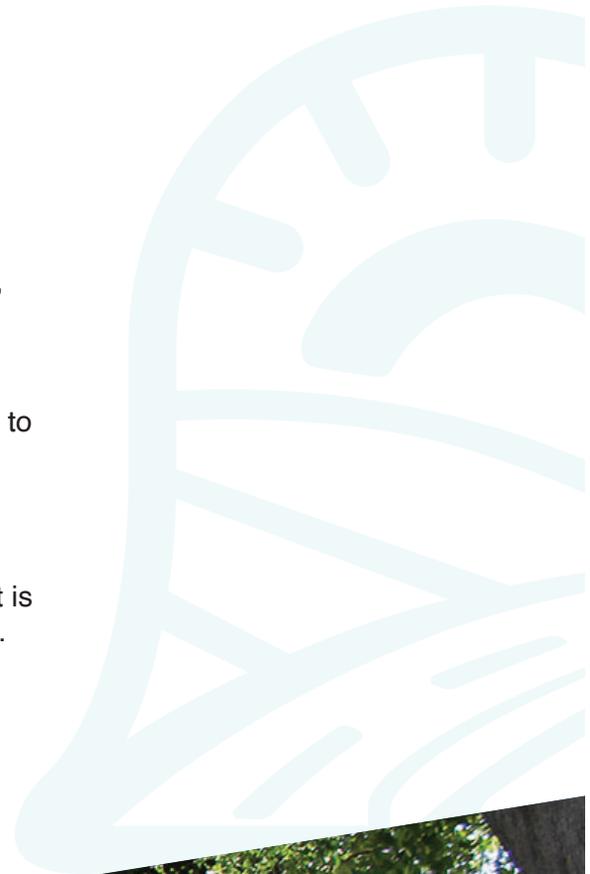


Community-Driven Development: A hallmark of the Strategic Plan is its emphasis on community engagement and development. The city has actively listened to the needs and aspirations of our diverse residents, ensuring our initiatives reflect a commitment to enhancing the quality of life for everyone. The city's dedication to providing exceptional community services and recreational opportunities is unwavering, and a thriving Bell is one where residents can live, work, and play in a supportive, inclusive environment.



Enhancing Public Safety: Ensuring the safety of residents is paramount in Bell's strategic vision. The city prioritizes parking control and bolstering public safety measures, including investments in state-of-the-art technology, continuous training for our first responders, and strengthening community-police relationships. By taking a proactive approach to public safety, Bell not only protects its citizens but also creates an environment where everyone feels secure and can fully enjoy the vibrant community life.





Innovation and Efficiency: To propel the City of Bell to new heights, the Strategic Plan highlights the importance of innovation and efficiency in delivering city services. The city is dedicated to enhancing operations, optimizing processes, embracing new technologies, and promoting a culture of ongoing improvement throughout our organization. This strategy empowers every city employee to contribute their best, ensuring Bell's government is well-run and responsive to the evolving needs of our community.



Moving Forward Together: Thank you to the City Council, the Executive Team, and the entire Bell community for your dedication and collaboration in shaping this strategic plan. It is through collective efforts that the city will achieve greatness. With this roadmap, Bell is confident in navigating future challenges and emerging as a stronger, more resilient city.





Community Profile

The City of Bell is a warm and friendly town composed of young families, small businesses, and an industrial district located on the east bank of the Los Angeles River in southeast Los Angeles County. Given its location in the heart of the central Los Angeles industrial market, Bell is known as the key to industry.

Bell's convenient location and proximity to transportation corridors, including Interstate 5 (Santa Ana Freeway), Interstate 710 (Long Beach Freeway), and the Union Pacific Railroad, make Bell an ideal venue for business interests. Bell is nestled between the San Gabriel Mountains and the Port of Long Beach in the Los Angeles Basin. It is only minutes away from Downtown Los Angeles, as well as cultural and sports attractions including Dodger Stadium, Crypto.com Arena, and the Walt Disney Concert Hall.

Although only 2.81 square miles the city has a population of around 34,000 residents. Bell is a vibrant community proud of its ethnic diversity, with immigrants from throughout Latin America and a growing Lebanese American immigrant community.

If you take a stroll through the city, you will find beautiful parks filled with families, tree-lined streets, and many unique shops and businesses. The city is quite proud of its clean and safe community. Bell is a great place to locate your business and a great place to call home.

Targets

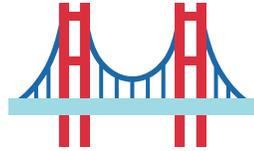
The City Council determined that the targets identified would serve as the key pillars in which to categorize specific goals and action plans:

Target 1:



**Energizing
Economic Potential**

Target 2:



**Building Bridges
Through
Communication**

Target 3:



**Elevating
Quality of Life**

Target 4:



**Fostering
Financial Resilience**

Definitions



Targets

Targets are the key identified benchmarks set forth by the City Council to act as the main pillars for organizing the Strategic Plan.



Goals

Goals are broader, overarching objectives that provide direction and purpose. They represent the desired end result and guide decision-making and strategic planning. The City Council created priority levels for the Strategic Plan's goals to guide the trajectory of each target.



Action Items

Action items are detailed strategies outlining the specific steps, tasks, and resources required to achieve a particular goal or set of objectives within a defined timeframe. They serve as a roadmap, guiding the city through the process of implementing and completing projects efficiently and effectively.

Goal Levels

- Top Priority Goals (Level 1)
- Second Priority Goals (Level 2)
- Third Priority Goals (Level 3)
- Non Essential Goals (Level 4)



Target 1 - Energizing Economic Potential

Strategically invigorate economic growth through targeted initiatives aimed at revitalizing key areas, fostering local commerce, revitalizing communities, and cultivating a dynamic business environment.

GOAL 1:

Implement improvements to Atlantic and Gage

Departments:

Community Development and City Manager's Office

Action Items

- Complete service level agreement (SLA) Process for the former "Shoe City" site
 - Time Frame: February 2024
 - Resources Needed: Real Estate Consultants
- Complete SLA Process for Jack's Car Wash
 - Time Frame: February 2024
 - Resources Needed: Real Estate Consultants
- Select a developer
 - Time Frame: July 2024 – December 2024
 - "Negotiations & Development Concepts"
 - Resources Needed: Feasibility consultant
- Create a "Streamlined" Entitlement Process
 - Time Frame: July 2024
 - Resources Needed: Planning Consultant
- Adopt an Atlantic Avenue Specific Plan
 - Time Frame: June 2024
 - Resources Needed: New Assoc. Planner, Planning Consulting Firm
- Identify funding for Atlantic Avenue complete streets design
 - Time Frame: Grant Research ongoing for Complete Streets Design
 - Resources Needed: Gage Ave Specific Plan
- Create a Gage Avenue Specific Plan
 - Time Frame: December 2025 to complete Gage Avenue Specific Plan
 - Resources Needed: Grant Writing Consultant

GOAL 2:

Implement improvements to Florence and Walker

Departments:

Community Development, Community Services Department and Public Works Department

Action Items

- Complete service level agreement process
 - Time Frame: February 2024
 - Resources Needed: Costs Incorporated in Goal 1
- Select the developer and complete the Entitlement Process
 - Time Frame: March 2024 – October 2024
 - "Negotiations & Development Concepts"
 - Resources Needed: Costs Incorporated in Goal 1
- Complete design and issue request for proposal for Bid on Pritchard Field
 - Time Frame: January – March 2024
 - Resources Needed: Prop. 68 grant funded
- Select a contractor and build Pritchard Field
 - Time Frame: September 2024 – June 2025
 - Resources Needed: Prop. 68 grant funded

GOAL 3:

Become business-friendly

Departments:

Community Development

Action Items

- Develop a Business Outreach Program
 - Time Frame: July 2024
 - Resources Needed: City Staff
- Engage Property and Business owners
 - Time Frame: July 2024
 - Resources Needed: City Staff

GOAL 3 (CONTINUED)

- Develop Commercial Façade Program
 - Time Frame: March/April 2024
 - Resources Needed: City Staff, Community Development Block Grant (CDBG), Labor Compliance consultants and Architects
- Restart Business of the Quarter Program
 - Time Frame: July 2024
 - Resources Needed: City Staff
- Develop a Memorandum of Understanding with the Bell Chamber of Commerce
 - Time Frame: July 2024
 - Resources Needed: City Staff
- Implement Open-Gov System
 - Time Frame: September 2024
 - Resources Needed: City Staff
- Implement HDL Business License System
 - Time Frame: February 2024
 - Resources Needed: City Staff and HDL
- Apply for EDDY Business-Friendly Awards
 - Time Frame: January 2025
 - Resources Needed: City Staff

GOAL 4:

Sell Surplus Land

Departments:

Community Development and City Manager's Office

Action Items

- Select Realtor/Broker
 - Time Frame: July/August 2024
 - Resources Needed: Real Estate Broker (TBD)
- Update Tenant Relocation Plan
 - Time Frame: September 2024
 - Resources Needed: Relocation Consultant

GOAL 4 (CONTINUED)

- Complete service level agreement process
 - Time Frame: October 2024
 - Resources Needed: Real Estate Consultant
- Select the developer and complete
 - Time Frame: December 2025
 - Resources Needed: Feasibility Consultant
- Entitlement process
 - Resources Needed: Planning Consulting Firm

GOAL 5:

Complete Stack Yard Brewery project

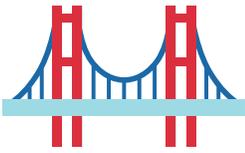
Departments:

Community Development and City Manager's Office

Objectives

- Complete negotiations with the current developer for Stackyard
 - Time Frame: January 2024
 - Resources Needed: City Staff
- Negotiate with a new developer for Stackyard
 - Time Frame: February/March 2024
 - Resources Needed: Costs incorporated in Goal 1
- Revise/Amend disposition and development agreement for Stackyard
 - Time Frame: April – June 2024
 - Resources Needed: City Staff
- Marketing with Border X owner for restaurants
 - Time Frame: On-going
 - Resources Needed: City Staff

● Level 1 ● Level 2 ● Level 3 ● Non-prioritized



Target 2 - Building Bridges Through Communication

Strengthen community ties by improving visibility, fostering engagement, and delivering compelling outreach initiatives that narrate the city's collective story.

GOAL 1

Develop newsletter

Department:

Community Services and City Manager's Office

Action Item:

- The city is exploring the development of a community newsletter as a potential option to enhance communication with residents. This includes researching best practices, content strategies and distribution methods to ensure the newsletter is informative and engaging.
 - Time Frame: Winter 2024
 - Resources Needed: City Staff and Budget Allocation

GOAL 2

Expand use of social media

Department:

Community Services

Action Item:

- The city is working to establish a stronger presence on X (formerly Twitter) and launch a TikTok account to connect with younger residents. This effort aims to increase community engagement and reach a broader audience through popular social media platforms.
 - Time Frame: May 2025
 - Resources Needed: City Staff





GOAL 3

Use effective/quality translation services

Departments:

City Clerk's Office

Action Item:

- Research the use of effective and quality translation services as a potential option for print deliverables. The focus will be on providing Spanish and Arabic translations to better serve the diverse community and ensure all residents have access to important information.
 - Time Frame: Winter/Spring 2024
 - Resources Needed: Consultant

GOAL 4

Develop branding and image for the City of Bell

Departments:

Community Development

Action Items

- Promote a new Logo and new Bell concept
 - Time Frame: January - March 2024
 - Resources Needed: City Staff Hours

● Level 1 ● Level 2 ● Level 3 ● Non-prioritized



Target 3 - Elevating Quality of Life

Enhance community well-being by prioritizing safety, cleanliness, community engagement, and civic pride to elevate the overall quality of daily life.

GOAL 1

Increase parking control

Department:

Police Department

Action Item:

- Parking enforcement plan best practices changes recently developed and are being implemented
 - Time Frame: Currently being implemented
 - Resources Needed: An additional Bell Parking Officer recently hired will augment parking staff to increase productivity

GOAL 2

Increase code enforcement

Department:

Police Department, Community Development and City Attorney Office

Action Item:

- City Manager created a working group (Police Department, Community Development Department and City Attorney Office) to develop a proactive and consistent Code Enforcement Action Plan and Strategies
 - Time Frame: December 2023 – February 2024
 - Resources Needed: City Staff Hours
- Adopt New Ordinance(s): Compliance/ Enforcement, Fees
 - Time Frame: March/April 2024
 - Resources Needed: City Attorney Hours
- Implement Collection Process for Delinquent Fees
 - Time Frame: January 2024
 - Resources Needed: Agreement with Collection Agency (TBD costs)

GOAL 3

Increase public safety visibility to include safe parks and walkways

Departments:

Police Department

Action Item:

- PD Admin is developing a new Patrol Plan incorporating focused daily patrol with available resources
 - Time Frame: Summer 2024
 - Resources Needed: An additional 1-2 Police Officers will be needed to allow for permanent increased visibility - \$200,000 (General Fund)

GOAL 4

Engage seniors in volunteerism

Departments:

Community Services

Action Items

- Senior Surveys/Outreach
 - Resources Needed: City Staff Hours
- Launch Bell's Silver Volunteer Program
 - Resources Needed: City Staff Hours

GOAL 5

Maintain a clean city

Department:

Public Works

Action Item:

- Assess existing in-house maintenance programs and contracts to make adjustments
 - Time Frame: On-Going
 - Resources Needed:
 - City Staff
 - Addt'l PT Maint. Staff/Contractor - \$50,000 (General Fund)
- Issue RFP for Landscape Services on Right-of-Way
 - Time Frame: March 2025
 - Resources Needed: Costs TBD
- Purchase a woodchipper and lightweight dump truck
 - Time Frame: July 2025
- Develop weekly weed abatement, tree trimming, and bulky removal efforts program
 - Time Frame: July 2024
 - Resources Needed: City Staff Hours
- Create a curb and address painting program
 - Time Frame: January 2025
 - Resources Needed: City Staff Hours

GOAL 6

Develop community participation

Departments:

Community Services

Action Items:

- Increase in event volunteerism
 - Time Frame: In progress/On-Going
 - Resources Needed: City staff Hours
- Develop a Youth Volunteer Program
 - Time Frame: Summer 2024
 - Resources Needed: Part-time staff hours - \$40,000 (General Fund)



● Level 1 ● Level 2 ● Level 3 ● Non-prioritized



Target 4 - Fostering Financial Resilience

Strengthen the city's financial foundation through strategic fiscal management, innovative revenue initiatives, and prudent budgeting practices to ensure sustainable growth and long-term prosperity.

GOAL 1

Explore a sales tax revenue measure

Department:

Finance Department

Action Item:

- Council approved in November 2023
 - Time Frame: March 2024
 - Resources Needed: Consultants to assist with outreach/education

GOAL 2

Complete a Fee Study (Infrastructure & LLMD's)

Department:

Finance Department

Action Item:

- Contract is approved with ClearSource for User Fee Study, and Willdan for DIF study
 - Time Frame: May 2024
 - Resources Needed: Fiscal Consultants

GOAL 3

Address the City's CalPERS unfunded liability

Departments:

Finance Department and Human Resources

Action Item:

- Council approved the formation of a 115 and Pension Trust at the 11/08/23 Council meeting
 - Time Frame:
 - Jan 2024 – Initial Allocation
 - Annual Budget Process
 - Resources Needed
 - \$1.5 million Initial Deposit

GOAL 4

Evaluate the sale of City-owned properties and conduct a revenue search to enhance the City's economic development

Departments:

Community Development and City Manager's Office

Action Items

- Complete service level agreement process
 - Time Frame: September 2024
 - Resources Needed: Costs included Goal #1 and Target #1
- Hire a consultant to assist with Economic Development strategy and plan implementation
 - Time Frame: Summer 2024
 - Resources Needed: Econ Dev/Feasibility Consultant - \$8,000 (American Rescue Plan Act)

GOAL 5

Update the City's finance-related policies, including purchasing and signature authority

Department:

Finance Department

Action Item:

- Finance to update the purchasing, travel & training policies
 - Time Frame: July 2024
 - Resources Needed: City Staff Hours and Financial Consultant

GOAL 6

Expand the Police Department's shared services with other neighboring communities

Departments:

Police Department and City Manager's Office

Action Items:

- Bell PD is exploring shared services dispatch model
- Bell PD is exploring shared services jail services
- Bell PD is exploring shared services patrol model

Time Frame:

Ongoing Discussions

Resources Needed:

Ongoing discussions with the assistance of the City Manager and Finance to provide the best options for the City

GOAL 7

Leverage partnerships for funding opportunities

Department:

All Departments

Action Items:

- Developing memorandum of understanding and cooperate partnerships with Community partners, vendors, service clubs, clergy, and schools
 - Time Frame: July 2025
 - Resources Needed: City staff hours



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CITY *of* **BELL**

CityOfBell.org

