

STUDY SESSION

**City Council
December 13, 2016**

TO: Mayor and City Council
FROM: Jeff Boynton, City Manager
ORIGINATED BY: Vaniah De Rojas, Administrative Analyst II
SUBJECT: LA MIRADA STRATEGIC PLAN 2020 UPDATE

BACKGROUND

The City Council adopted its Strategic Plan 2020 at the June 28, 2016 regular meeting. The Strategic Plan is a management tool for identifying future goals and objectives and setting the course to achieve these items. The Strategic Plan also assists the City in adapting to changes occurring within and outside the organization, and in directing the City's efforts and resources to focus on its highest priorities.

The Strategic Plan was developed after discussions at City Council Study Session meetings and goal-setting Retreats. Input was also received from the public through a community satisfaction survey, the "Share La Mirada Vision" campaign and discussions at City advisory body meetings. The Strategic Plan identifies 18 separate goals in support of five core strategies. Additionally, 67 specific actions with key performance indicators have been set to assist in achieving these goals by the end of 2020.

This evening, staff will provide an update on the Strategic Plan for calendar year 2016.

FINDINGS

Significant efforts have been made in support of the strategies set forth in the Strategic Plan. Eighty-one percent of the action items identified for 2016 have been completed. The remaining items are in progress and are expected to be completed by next year. A detailed Strategic Plan update is provided in Attachment A for City Council's review. The following is a status update of key actions taken within each of the five core strategies.

Ensuring a Well-Managed City Government

The City has achieved a strong budgetary performance and maintained sound management practices. The City successfully completed its annual financial audits, implemented a Fraud Prevention Policy, and continues to ensure proper internal controls are in place. The City also kept reserves above 30 percent of expenditures, as of June 30, 2016, the City's reserves are 106 percent of expenditures.

The City adopted new user fees, which became effective in October 2016, after no adjustments were made for in the prior 10 years. The new fees were set fairly, reasonably, and in compliance with State law and the Office of Management and Budget A-87 cost principles. The new fees may generate approximately \$126,099.33 in new revenues.

The City continues to submit applications for grant funding. The Community Services Department received a \$300,000 grant from Supervisor Don Knabe for the rehabilitation of Frontier Park, Ana J. Martin Park, and Gymnasium Tot Lot playgrounds. The City also obtained sponsorships for City events. The City has already received \$24,000 in donations from local businesses for Fiscal Year 2016-17.

The City implemented "My La Mirada", the smartphone application and web portal for residents to access local services in October 2016. "My La Mirada" enables residents to submit, track, and view service requests through their smartphones or the City's webpage. The City has received a total of 205 entries as of December 5. In May 2016, the City began recording City Council meetings and posting the recordings on the City's website to enhance public engagement. The La Mirada Theatre for the Performing Arts also launched a new website in September 2016.

The City has increased its use of social media in the past year. On average, 79 Facebook, 37 Twitter, and three Instagram (Community Services) posts are published each month. Additionally, the City has begun using geofilters through Snapchat to engage residents and promote City events. The City has created six geofilters; three general La Mirada filters and three City events filters: Halloweenfest, Brickhouse Neon November, and Chili Holiday Celebration. Approximately 180 individuals have used the City event geofilters.

Providing a Safe Community

The City's Public Safety team maintained La Mirada's low crime rate. The 2015 crime rate met the City's goal of fewer than 200 crimes per 10,000 residents with 190.2. The 2016 crime rate numbers will be available in early 2017.

The Public Safety Team continues to actively inform residents and businesses of crime prevention techniques. Staff has met the goal of visiting at least five businesses each month. Staff has also contacted residents when latent print investigations are completed and encourages residents to participate in Neighborhood Watch.

Staff implemented the Captain K-9 program this year to encourage recreational dog walkers to serve as an extra set of eyes and ears for law enforcement. Approximately 20 residents attend each meeting. Staff continues to provide information regarding crime prevention techniques in the La Mirada Living newsletter, City website, and to residents at Back to School Night events at La Mirada Schools, National Night Out and the Senior Health Fair.

The City is expected to meet its goal in advance of July 2017 for the installation of computerized license plate readers on at least two law enforcement vehicles. The City expects to receive the second automatic license plate recognition system later this month.

Staff continues to evaluate Positive Alternatives gang and drug education classroom curriculum. In August 2016, staff met with the La Mirada High School Principal to discuss trends and prevention/intervention efforts. A meeting was also held with the City's Youth

Council. As a result of the meetings, a guest speaker/comedian is scheduled to present information regarding the effects of marijuana use to La Mirada High School Freshmen in next month. The same speaker will also give a presentation to parents of middle school and high school students.

Promoting a High Quality of Life

The City continues to maintain an attractive environment. Staff continues to abate graffiti within 24 hours and regularly reviews the City right-of-way for litter removal.

Community Services continues to provide quality recreational, aquatics, and transit opportunities. The Department added seven new classes that promote health and wellness and 16 classes and programs were added based on prior participant feedback. Staff is currently updating the Community Services Department program evaluation form to better understand community interests. The new form will also be available online via the Rec1 system and is expected to be completed prior to the end of winter 2017 classes.

The La Mirada Theatre continues to provide quality performances as shown by its successful 2015-16 season and 22 Ovation Award nominations from the LA Stage Alliance. The Theatre is developing new programming, including those specifically targeting teens and young adults. The Theatre added 16 presentations for its 2016-17 season. The Theatre will continue to research acts and shows to attract a teen audience.

The City has collaborated with City partners to serve the community. The City has partnered with Biola University on mutually beneficial programs. Some 75 Biola students participated in the Ask a Nurse program and 57 volunteers participated in Helping Hands, many of whom are from Biola University. Staff is continuing to secure volunteers from various Biola departments to help with other City programs. In addition to volunteer opportunities, staff also held its first quarterly meeting with Biola University on October 29 to discuss interests and opportunities for partnerships. The Mayor and City Manager also met with Biola University President and senior staff in October.

The City has promoted community pride by recognizing veterans and active local military service personnel. In 2016, 19 military banners were retired and 15 new banners were installed in October. One banner is currently pending to be installed. There are 77 current military banner participants. The City also participated in a Memorial Day event on May 30 and held its Salute to Veterans event on November 7.

The City continues to preserve and enhance local understanding of La Mirada history. Monthly tours were conducted with 390 guests visiting the Neff House as of November 30. The City Council approved the La Mirada History Book agreement in July 2016. The City Council also approved funding for the Neff Estate roof and painting projects including \$180,000 of CDBG funds in October.

Providing Quality Planning and Infrastructure

The Public Works Department continues to make progress on the City's extensive Capital Improvement Program. Phase II of the Measure I neighborhood street improvements was

completed in spring 2016 and phase III is underway and is set to be completed in spring 2017. Phase IV is currently being designed with work expected to begin next summer. A number of other improvements to City facilities, roadway medians, traffic signals, and parks are either under construction, in design or have been recently completed.

The City assisted the County of Los Angeles with the interior renovation of the La Mirada Public Library. The dedication celebration was held on November 21. The library is expected to be completed in December and operational in February.

The project plans for the Santa Gertrudes Avenue block wall from Rosecrans Avenue to Alicante Road are complete. Staff is continuing to work with utility providers and property owners to coordinate the project. Construction is expected to begin by spring 2017.

The City continues to monitor the California High Speed Rail project and ensure La Mirada's interests are represented and communicated to the California High Speed Rail Authority. Staff issued a Request for Proposals for Project Management and Support Services for the Technical and Engineering Review for the High Speed Rail through La Mirada in September. A firm was selected and is being recommended for approval by the Council at this evening's regular meeting.

Supporting a Strong Local Economy

The City is making substantial efforts to work with key developers and property owners to improve the condition of local shopping centers. Staff continues to reach out to developers, property owners, real estate professionals, and prospective retail tenants to enhance the retail shopping opportunities in La Mirada. The City will soon be welcoming new eateries including Habit Grill, McDonalds, Piara Pizza and Shabuya.

The Economic Development Action Plan (EDAP) was completed in November. Staff is reviewing the action items to be completed by 2019 to enhance City business outreach and marketing efforts.

The City continues to partner with local organizations to grow the local business community. Staff collaborated with local agencies and the La Mirada Chamber of Commerce to develop a business workshop series. The workshop series will be offered starting next month.

Staff implemented a "Shop La Mirada – Holiday Edition" program supporting Small Business Saturday on November 26. Some 26 individuals have participated with over \$3,400 in receipts. The program was extended through December 18 to promote shopping in La Mirada during the holiday season.

Work is continuing on the development of the I-5 Specific Plan. The Plan will provide a framework and design guidelines to enhance the aesthetics and economic viability of the I-5 Freeway Corridor.

Much progress has been made toward achieving the objectives identified in the Strategic Plan 2020. The City is dedicated to achieving the five core strategies identified in the Strategic Plan, and staff will continue to make progress towards completing the remaining items by the end of 2020.

RECOMMENDED ACTION

It is recommended the City Council review and discuss the Strategic Plan 2020 update.

CITY OF LA MIRADA
Strategic Plan 2020 - December 2016 Update

Strategy 1: Ensure a Well-Managed City Government				
Objective	Key Performance Indicators	Target Completion	Status	Comments
1. Goal: Strengthen the City's Financial Health				
1.1 Maintain strong budgetary performance and flexibility supported by strong management practices.	<ul style="list-style-type: none"> ●Continue good financial practices and policies as identified by the Federal Management Association; ●Ensure reserves remain above 30% of expenditures; and ●Continue to successfully complete annual financial audits and submit federal single audits to maintain a strong institutional framework score. 	Annually	Achieved 2016	<ul style="list-style-type: none"> ●Successful completion of its annual financial audit. ●Reserves is 106 percent of expenditures as June 30, 2016.
1.2 Review current City General Fund reserve level and develop a policy establishing a set reserve level as a percentage of General Fund Operating Expenditures.	<ul style="list-style-type: none"> ●Adopt a General Fund Reserve Policy establishing the reserve level as determined by the City Council. 	July 2017	In Progress	<ul style="list-style-type: none"> ●Staff is reviewing policies of other cities.
1.3 Clarify and revise City financial policies to ensure they are protecting the City and providing an appropriate level of internal controls.	<ul style="list-style-type: none"> ●Adopt updated financial policies; ●Accessible and communicated to departments; and ●Proper compliance by departments. 	Annual review with City audit	Achieved 2016	<ul style="list-style-type: none"> ●Fraud Prevention Policy was implemented and distributed to staff.
1.4 Update Building Fees to keep pace with annual County Fee adjustments.	<ul style="list-style-type: none"> ●Update Building Fees in the county's Development and Permit Tracking System (DAPTS). 	Annually	Achieved 2016	<ul style="list-style-type: none"> ●Update will be completed in December after December 13, 2016 Council meeting for fee approval.
1.5 Evaluate cost of City services to ensure optimal cost recovery.	<ul style="list-style-type: none"> ●Adjust City user fees; and ●Recreation and theatre fees to market. 	August 2016; Possible annual adjustments based on CPI		<ul style="list-style-type: none"> ●New user fees were implemented on October 1. ●Updated swim lesson fees in 2015, Updated Buccaneer Bay admission fees in 2016. Recreation fees currently under review. ●Theatre completed a comprehensive assessment of rental fees relative to competitors in the market. Theatre is planning to institute a new pricing schedule that may yield least \$18,000 in additional revenues per year. The new pricing will be introduced in phases starting January 1, 2017.
1.6 Contract with HdL to verify gross receipt amounts and ensure appropriate business license payments are being submitted to the City.	<ul style="list-style-type: none"> ●HdL completes verification of business gross receipts. 	July 2017	In Progress	<ul style="list-style-type: none"> ●Staff is discussing the verification process with the California State Board of Equalization.
1.7 Review and update the City's business license fee schedule to appropriate levels.	<ul style="list-style-type: none"> ●Consideration of a Resolution to place measure on ballot; and ●Implement new business license fee schedule. 	November 2020	N/A	N/A

Attachment A

1.8 Increase number of sponsorship(s) and grant submissions for community programs and events.	<ul style="list-style-type: none"> ●Submit two additional grants per year; and ●Increased sponsorships and monetary donations. 	Annually	Achieved 2016	<ul style="list-style-type: none"> ●City received \$300,000 grant in 2016 from Supervisor Don Knabe. The City has also received \$24,000 in sponsorships/donations for City events for fiscal 2016-2017 year.
2. Goal: Promote Transparency and Achieve Efficiency through Innovation and Technology				
2.1 Streamline Public Records Requests.	<ul style="list-style-type: none"> ●Implement an on-line public records request system through the City's website. 	December 2016	Achieved	<ul style="list-style-type: none"> ●My La Mirada - Citizen Relationship Management System was launched in October 2016. The City has received a total of 205 entries as of December 5.
2.2 Provide an electronic resource for residents to request service and report concerns.	<ul style="list-style-type: none"> ●Implement a service request system through the City's website and mobile applications. 	December 2016	Achieved	<ul style="list-style-type: none"> ●My La Mirada - Citizen Relationship Management System was launched in October 2016. The City has received a total of 205 entries as of December 5.
2.3 Record Council meetings and post on the City's website.	<ul style="list-style-type: none"> ●City Council meetings recorded and posted on the City's website. 	May 2016	Achieved	<ul style="list-style-type: none"> ●City Council meetings are recorded and posted on the City's website.
2.4 Increase use of social media, and other emerging technology to increase awareness of La Mirada actions and upcoming programs/events.	<ul style="list-style-type: none"> ●Establish a benchmark of posting at least eight news feeds on City social media pages on a monthly basis. 	Summer 2016	Achieved	<ul style="list-style-type: none"> ●Facebook - Total: 879 - Average - 79/month City of La Mirada: 7 Public Safety: 31 Splash!: 28 Community Services: 14 ●Twitter - Total: 411 - Average -37/ month City of La Mirada: 6 Public Safety: .4 Splash!: 24 Community Services: 7 ●Instagram - Total: 28 - Average 3/month (CS) ●Snapchat Geofilters - Total: 6 - CS Uses: (180 uses) City "Community": 3 Community Services events: 3 ●Theatre launched new website in September 2016
2.5 Regularly update the City's website with pertinent and timely information.	<ul style="list-style-type: none"> ●Confirm all information is accurate on each Department's web page. 	Monthly	Achieved 2016; Ongoing	
3. Goal: Enhance Community Engagement and Satisfaction with City Services				
3.1 Increase promotion of City advisory bodies/Commissions vacancies.	<ul style="list-style-type: none"> ●Publish articles regarding available positions in the <i>La Mirada Living</i> newsletter, City website and other social media platforms; and ●Limited vacancies on advisory bodies. 	As Vacancies Occur	Achieved 2016	<ul style="list-style-type: none"> ●5 Appointments were recently made to Youth Council, HPAC, and Measure I Oversight Board. ●Information on vacancies is included on the City's website.
3.2 Improve and develop new outreach methods to increase participation by 18-35 year olds in the community.	<ul style="list-style-type: none"> ●Increase number of young adults participating in City advisory bodies/Commissions, events, services and programs; and ●Explore creating an advisory body for young adults. 	December 2020	In Progress	<ul style="list-style-type: none"> ●Staff continues research and to reach out to Biola to increase participation for 18-35 year olds.

Attachment A

<p>3.3 Improve phone response times at Splash! La Mirada Regional Aquatics Center by exploring new technology or better use of current automated systems.</p>	<ul style="list-style-type: none"> ●Decrease customer hold times by 20% during peak summer hours of 10 a.m. and 12 p.m. 	<p align="center">August 2016</p>	<p align="center">In Progress</p>	<ul style="list-style-type: none"> ●Improved on-line registration procedures and added phone purchases for Buccaneer Bay tickets. ●Continuing to work with phone provider to improve phone service.
<p>3.4 Demonstrate City's "Dedicated to Service" philosophy.</p>	<ul style="list-style-type: none"> ●Respond to resident inquiries within 48 hours if written, return phone calls within 1 day; and ●Ensure Council and staff are visible at City programs and events. 	<p align="center">May 2016</p>	<p align="center">Achieved; Ongoing</p>	<ul style="list-style-type: none"> ●Theatre is planning to increase discounts and provide special tickets to La Mirada Residents as part of the 40th anniversary season next year.
<p>3.5 Explore new ways to engage residents whose primary language is not English.</p>	<ul style="list-style-type: none"> ● New methods of distributing and translating City information. 	<p align="center">July 2018</p>	<p align="center">N/A</p>	<p align="center">N/A</p>

Attachment A

Strategy 2: Provide a Safe Community				
Objective	Key Performance Indicators	Target Completion	Status	Comments
1. Goal: Maintain a low crime rate				
1.1 Preserve La Mirada's status as one of the safest cities in the region.	<ul style="list-style-type: none"> ●Maintain crime rate at less than 200 crimes per 10,000 residents. National benchmark is 300 crimes per 10,000 residents. 	December 2016; Annually	Achieved 2015; 2016 pending	<ul style="list-style-type: none"> ●2015- 190.2 crimes per 10,000 residents. The 2016 crime numbers will be available in early 2017.
1.2 Encourage community oriented policing by educating residents on the benefits of a collaborative approach to address specific crime trends and possible blight affecting crime.	<ul style="list-style-type: none"> ●Continue providing public safety information and tips to residents and businesses through the La Mirada Living, E-Watch, Business News newsletter, Public Safety Facebook page, and at City events; ●Continue to encourage participation in volunteer programs such as Neighborhood Watch; ●Public Safety staff, Neighborhood Watch and CERT personnel canvassing each reporting district neighborhood through a door-to-door public safety education campaign; and ●Explore and Implement new outreach programs such as Captain K-9 Dog Walker Watch program. 	December 2016	Achieved	<ul style="list-style-type: none"> ●Staff contacts residents when latent print investigations are completed and encourages residents to participate in Neighborhood Watch. Information on crime prevention techniques is distributed during the contacts. ●Public Safety information and tips are included in La Mirada Living and the weekly E-Watch. ●In addition to a door-to-door education campaign, fliers are placed on vehicles in commercial centers and parks. ● Staff coordinated Captain K-9 meetings. ●Information on Neighborhood Watch was distributed at Back to School Night events at La Mirada Schools. ●Information regarding safety programs was also available at National Night Out and the Senior Health Fair.
1.3 Enhance communication between businesses and the Public Safety Team to help reduce crime in commercial/industrial areas.	<ul style="list-style-type: none"> ●Visit five businesses monthly to conduct security inspections, advise businesses of crime trends, and educate businesses on burglary prevention techniques. 	Monthly	Achieved 2016	<ul style="list-style-type: none"> ●Staff is visiting on average 5.5 businesses a month.
1.4 Expand use of automated license plate readers to assist law enforcement in identifying suspected criminals or vehicles of interest in a safe and efficient manner.	<ul style="list-style-type: none"> ●Installation of computerized license plate readers on at least two law enforcement vehicles. 	July 2017	In Progress	<ul style="list-style-type: none"> ●The City received is expected to receive its second automatic license plate recognition system in December.
2. Goal: Prevent Youth Involvement in Gang and Drug Activities				

Attachment A

<p>2.1 Evaluate the 2nd, 5th and 7th grade Positive Alternatives classroom curriculum, and determine if modifications should be made to grades taught and curriculum in order to effectively prevent youth involvement in gang and drug activities.</p>	<ul style="list-style-type: none"> ● Active communication between School Resource Deputy, High School Principal and others that can assist with identifying items at the high school level that can be addressed at the elementary and middle school levels; ● Revamp Positive Alternatives program and curriculum at local schools. 	<p align="center">September 2016</p>	<p align="center">Achieved</p>	<ul style="list-style-type: none"> ● The area of focus has been on programs and curriculum to prevent students from using alcohol and drugs. Other topics are being considered as needed. In August, staff met with the La Mirada High School Principal to discuss trends and prevention/intervention efforts. A meeting was also held with the Youth Council. As a result of the meetings, a guest speaker/comedian is scheduled to present information regarding the effects of marijuana use to La Mirada High School Freshmen in January 2017. Additionally, the same speaker will also give a presentation to parents of middle school and high school students in January.
<p>2.2 Identify at-risk youth and offer intervention, education and prevention to youth and their families experiencing problems.</p>	<ul style="list-style-type: none"> ● Safety Education Officer will communicate monthly with representatives of La Mirada High School and the La Mirada middle schools to identify at-risk youth; ● Juvenile Probation Officer will be visible on La Mirada High School campus to supervise informal and formal probationers; and ● Deputy District Attorney will teach Project LEAD (Legal Enrichment and Decision Making) at Foster Road Elementary School. 	<p align="center">June 2017</p>	<p align="center">In Progress</p>	<ul style="list-style-type: none"> ● Staff is scheduled to meet with the School District's Intervention Specialist, the Juvenile Probation Officer and Deputy District Attorney this month to discuss intervention efforts for at-risk youth. ● The Juvenile Probation Officer is on campus daily ● Deputy District Attorney is involved in Project Lead.
<p>3. Goal: Enhance Safety of City Infrastructure</p>				
<p>3.1 Assess street infrastructure improvements to reduce traffic congestion and collisions.</p>	<ul style="list-style-type: none"> ● Work with Public Safety Commission to identify high traffic and collision areas; and ● Develop a plan to implement infrastructure improvements to address identified areas. 	<p align="center">Summer 2018</p>	<p align="center">N/A</p>	
<p>3.2 Evaluate lighting and security at City parks.</p>	<ul style="list-style-type: none"> ● Develop a plan to install new or upgraded lighting at City parks; and ● Explore opportunities for placement of cameras to increase security at various City parks. 	<p align="center">2019</p>	<p align="center">N/A</p>	
<p>3.3 Ensure safe routes to schools.</p>	<ul style="list-style-type: none"> ● Remove tripping and overhead hazards. 	<p align="center">Summer 2017; Annual Review</p>	<p align="center">In Progress</p>	<ul style="list-style-type: none"> ● Sidewalk Policy is currently being Updated
<p>3.4 Ensure safety of bike trails and lanes.</p>	<ul style="list-style-type: none"> ● Ensure motorists are respecting biking laws; ● Remove any potential hazards; and ● Install new and upgraded bike lanes where appropriate. 	<p align="center">Annual</p>	<p align="center">In Progress</p>	<ul style="list-style-type: none"> ● Existing roadway striping is reviewed with each pavement maintenance project for potential bike lane improvements.
<p>4. Goal: Maintain a Code Enforcement Program to Protect and Beautify La Mirada Properties</p>				

Attachment A

<p>4.1 Adopt a more consistent and coordinated process to enforce City Codes within commercial and industrial areas.</p>	<ul style="list-style-type: none">●Employ a standard schedule of code inspections in commercial and industrial areas; and●Issue notices and exercise appropriate follow-up procedures.	<p>July 2016</p>	<p>Achieved</p>	<ul style="list-style-type: none">●Scheduled inspections, calls for service, and proactive enforcement by Code Enforcement has resulted in 48 cases generated in the commercial centers and industrial areas since September 2016. The majority of violations addressed have been signage, business licensing, and graffiti.
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Attachment A

Strategy 3: Promote a High Quality of Life				
Objective	Key Performance Indicators	Target Completion	Status	Comments
1. Goal: Maintain the City's Attractive Environment				
1.1 Remove graffiti promptly.	<ul style="list-style-type: none"> Remove graffiti within 24 hour notice. 	June 2016; Per Occurrence	Achieved 2016	<ul style="list-style-type: none"> Staff continues to abate graffiti within 24 hours.
1.2 Keep right of ways along major streets free of litter, debris and weeds.	<ul style="list-style-type: none"> Remove litter, debris and weeds within 24 hour of notice or observation. 	June 2016; Per Occurrence	Achieved 2016	<ul style="list-style-type: none"> Public Works staff regularly review City right-of-way for litter removal.
1.3 Replace faded neighborhood street signs.	<ul style="list-style-type: none"> Replace signs when appropriate. 	June 2016; Per Occurrence	Achieved 2016	<ul style="list-style-type: none"> Signs are replaced as needed. A systematic sign replacement program will be proposed for the next fiscal year budget.
1.4 Plant new trees at City facilities and in public right of ways.	<ul style="list-style-type: none"> Identify number of vacant tree wells; and Plant trees where needed. 	July 2016	In Progress	<ul style="list-style-type: none"> In October numerous replacement trees were planted along major arterials and collector streets. Additional tree planted is scheduled.
1.5 Maintain aesthetics and safety of City buildings and parks.	<ul style="list-style-type: none"> Perform daily City buildings and athletic facilities maintenance; and Develop plan for building and park infrastructure repairs. 	December 2016	In Progress	<ul style="list-style-type: none"> A building review program is being developed.
2. Goal: Provide Quality Recreational, Aquatics, and Transit Opportunities				
2.1 Offer a wide variety of recreation, aquatics programs and classes for youth, adults, and seniors that promote health and wellness.	<ul style="list-style-type: none"> New recreation and aquatics survey developed and completed by patrons; Evaluate results for each event, program and service; and Adjust or implement new events, programs, and service based on resident responses/needs. 	May 2017; Annually	In Progress	<ul style="list-style-type: none"> 7 new classes that promote health and wellness were offered.
2.2 Evaluate effectiveness of recreation and aquatics events, programs, services and in meeting resident interests.	<ul style="list-style-type: none"> Evaluate attendance/use records; Implement new user survey to be completed by patrons; Evaluate results from attendance/use records and user surveys; and Adjust or implement new events, programs and services. 	May 2017; Annually	In Progress	<ul style="list-style-type: none"> Staff is updating the CS Department program evaluation form. The new form will also be available online via the Rec1 system. Expected to be complete for Winter 2017 classes. 16 new classes and programs were offered based on prior feedback.
2.3 Explore possible new attractions at Splash! La Mirada Regional Aquatics Center.	<ul style="list-style-type: none"> Develop plans for implementation of new facility features/attractions. 	October 2017	In Progress	<ul style="list-style-type: none"> Renderings and costs estimates developed for possible additional family attraction in Buccaneer Bay.
2.4 Review the City's transit service and explore expanding the use for senior appointments in nearby cities.	<ul style="list-style-type: none"> Conduct a City's transit service study; and Update the transit service program with possible expanded use for senior appointments. 	May 2017	In Progress	<ul style="list-style-type: none"> Review including Title VI Plan to incorporate necessary changes to Public Participation Plan/City's transit service. FTA Annual Audit review completed in October 2016, the Tri-annual Audit is in progress, competition expected by December 2016. Staff researched out of town trips. New transit brochure implemented.
3. Goal: Strengthen Community Cultural Arts Opportunities				

Attachment A

<p>3.1 Develop new programming at the Theatre to specifically target teens and young adults.</p>	<ul style="list-style-type: none"> ●Establish new Theatre programming geared towards teens and young adults; and ●Increase ticket purchases by teens and young adults. 	<p align="center">December 2019</p>	<p align="center">In Progress</p>	<ul style="list-style-type: none"> ●The Theatre increased its number of presentations for the 2016-17 season to 24. This is an increase of 16 when compared to the prior year. This number includes an increase in family shows. Staff continues to research acts and shows to attract a teen audience.
<p>3.2 Explore developing a full educational outreach program at the Theatre.</p>	<ul style="list-style-type: none"> ●Implement new educational programming. 	<p align="center">December 2019</p>	<p align="center">In Progress</p>	<ul style="list-style-type: none"> ●We are also collecting research on the Arts Education programs from other Performing Arts Centers with the aim of establishing performing arts classes for children and adults
<p>3.3 Explore expansion or enhancement opportunities based on the Theatre Operations and Organization study.</p>	<ul style="list-style-type: none"> ●Develop expansion plans or physical enhancements for the Theatre. 	<p align="center">July 2020</p>	<p align="center">In Progress</p>	<ul style="list-style-type: none"> ●Collecting information from all departments regarding their needs to develop a comprehensive plan of needs. Our staff retreat was held in part to brainstorm around this issue.
<p>4. Goal: Collaborate with City Partners to Serve the Community</p>				
<p>4.1 Work with non-profit agencies that provide vital social services to La Mirada residents.</p>	<ul style="list-style-type: none"> ●Annual Funding Agreements. 	<p align="center">Annually</p>	<p align="center">Achieved 2016</p>	<ul style="list-style-type: none"> ●At the January 12, 2016 City Council meeting, City Council approved \$20,000 in social services funding for FY 2015-16 and FY 2016-17 for the following groups: <ul style="list-style-type: none"> • Community Advocates for the People's Choice - \$2,000 • Helpline Youth Counseling, Inc. - \$2,000 • Los Angeles Centers for Alcohol and Drug Abuse (LACADA) - \$1,000 • Meals on Wheels La Mirada - \$9,000 • Interfaith Food Center - \$4,000 • The Whole Child - \$2,000 ●At the August 23, 2016 City Council meeting, City Council approved a one year agreement in the amount of \$58,381 direct funding and an in-kind contribution of \$46,068 for Straight Talk, Inc. for FY 2016-17. ●At the August 9, 2016 City Council meeting, City Council approved a one year agreement in the amount of \$28,000 direct funding and an in-kind contribution of \$11,352 for SASSFA for FY 2016-17.
<p>4.2 Continue hosting regular meetings with City and School District representatives to discuss items of mutual interest.</p>	<ul style="list-style-type: none"> ●Meeting Actions. 	<p align="center">Quarterly</p>	<p align="center">In Progress</p>	<ul style="list-style-type: none"> ●Staff expects the first meeting to be held in January 2017.

Attachment A

<p>4.3 Work cooperatively with the School District, Athletic Council and Youth Leagues to provide optimal field usage for youth sports leagues.</p>	<ul style="list-style-type: none"> ●Fields for practices and games. 	<p align="center">Seasonally</p>	<p align="center">Achieved 2016</p>	<ul style="list-style-type: none"> ●Two meeting were held with NLMUSD regarding field use. ●An updated Field Use Master Plan underway with expected completion of November 17. ●Staff meet monthly with leagues at Athletic Council meetings to discuss fields.
<p>4.4 Continue partnering with Biola University on mutually beneficial programs.</p>	<ul style="list-style-type: none"> ● Continue providing "Ask a Nurse" program and other volunteer programs for Biola students; and ● Meet with Biola representatives on a quarterly basis to discuss interests and opportunities for partnerships. 	<p align="center">May 2017; Quarterly</p>	<p align="center">Achieved 2016; In Progress</p>	<ul style="list-style-type: none"> ● 75 Biola students participated in the Ask a Nurse program. 57 volunteers participated in Helping Hands, many of whom are from Biola. Staff is continuing to secure volunteers from various Biola departments to help with other city programs. ●The first quarterly meeting was held Oct. 29 at Biola University.
<p>5. Goal: Promote community pride</p>				
<p>5.1 Continue providing targeted events that bring together the broader La Mirada community.</p>	<ul style="list-style-type: none"> ●Easter Egg Hunt; Independence Day Celebration; Stroll in the Park; Halloweenfest; Chili Holiday; and Summer Concerts. 	<p align="center">Annually</p>	<p align="center">Achieved 2016</p>	<ul style="list-style-type: none"> ●Continue to promote and offer high quality special events for the whole community.
<p>5.2 Recognize veterans and active local military service personnel.</p>	<ul style="list-style-type: none"> ●Military Banner program; Blue Star program; Veterans' Observance; Memorial Day event. 	<p align="center">Annually</p>	<p align="center">Achieved 2016</p>	<ul style="list-style-type: none"> ●Retired 19 banners and installed 15 new banners Oct 2016. 1 banner is pending to be installed. There are 77 current banner participants. ●Memorial Day event was held on May 30. Salute to Veterans was held on November 7.
<p>5.3 Preserve and enhance local understanding of La Mirada history.</p>	<ul style="list-style-type: none"> ●Promote free monthly tours of the Neff Estate; ●Provide classroom history presentations; ●Continue to secure funding for restoration projects at the Neff Estate; and ●Complete Neff Estate restoration projects. 	<p align="center">June 2017; Monthly</p>	<p align="center">Achieved 2016</p>	<ul style="list-style-type: none"> ●Monthly tours completed with 390 guests visiting the Neff House as November 30. ●La Mirada History Book agreement in July 2016. Completion estimated for fall 2017. ●City Council approved funding for the Neff Estate roof and painting projects including \$180,000 of CDBG funds in October 2016. ●HPAC is currently updating classroom history presentation

Attachment A

Strategy 4: Provide Quality Planning and Infrastructure				
Objective	Key Performance Indicators	Target Completion	Status	Comments
1. Goal: Modernize and Upgrade City Infrastructure				
1.1 Creek Park walking, lighting, landscaping, and bridge improvements.	●Adopt a Creek Park Master Plan.	December 2017	In Progress	●A design consultant is expected to be selected in December for development of the master plan.
1.2 Continue to utilize Measure I to fund infrastructure improvements.	●Initiate construction of a minimum of one phase of Measure I improvements each year.	July 2016, July 2017, July 2018, July 2019, July 2020	Achieved 2016	●Phase 2 was completed in spring 2016. Phase 3 is expected to begin construction in January 2017. Phase 4 is in design and is expected to begin construction next summer.
1.3 Upgrade or replace traffic signal components to meet current standards.	●Complete construction of traffic signal work on a roadway corridor or grouping of a minimum of three traffic signals per year.	July 2016, July 2017, July 2018	Achieved 2016	●A traffic signal was constructed at Valley View Avenue and Adoree Street. ●Traffic signal improvements/upgrades were made for the Intersections of La Mirada Boulevard at Rosecrans Avenue, Imperial Highway at Santa Gertrudes Avenue, Imperial Highway at Ocaso Avenue, Imperial Highway at Cordova Road, Imperial Highway at Oxford Drive. ●Traffic Signal improvements are currently underway at Telegraph Road and Imperial Highway. ●Traffic signal improvements for the La Mirada Boulevard Corridor is expected to begin construction in spring 2017. ●A traffic signal is also planned for Artesia Boulevard and Industry Circle.
1.4 Through cooperation with County of Los Angeles, assist with the interior renovation of the Los Angeles County - La Mirada Public Library.	●Renovate La Mirada Public Library.	December 2016	Achieved 2016	●The dedication celebration was held on November 21. The library is expected to be completed in December and operational February 2017.
1.5 Explore funding for sound wall along Stage Road.	●Obtain funding for installation of a sound wall.	December 2020	In Progress	●Staff continues to explore funding options.
1.6 Design and construct block walls and sidewalks along east side of Santa Gertrudes Avenue, and coordinate utilities with Southern California Edison.	●Construction of new block wall and sidewalk.	June 2017	In Progress	●Project plans are complete. Utility coordination continues. Project is expected to start construction in spring 2017.
1.7 Explore the implementation of an Arterial Block Wall Loan program.	●Implement loan program; and ●Assisting up to 10 residents in FY 15-16, and 15 in FY 16-17.	July 2016; July 2017	In Progress	●Staff continues to market the program to participants.

Attachment A

1.8 Monitor the California High Speed Rail project and ensure La Mirada's interests are represented and communicated to CHSRA.	●Mitigated measures implemented in advance of High Speed Rail.	December 2020	In Progress	●An RFP for Project Management and Support Services for the Technical and Engineering Review for the HSR through La Mirada was issued in September 2016. A firm was selected and is recommended for approval at the December 13, 2016 Council meeting.
1.9 Work with CJPIA and a consultant to develop a self-evaluation and transition plan for City facilities and public right-of-ways to ensure compliance with the Americans with Disabilities Act (ADA).	●Complete a self-evaluation and adopt an ADA transition plan for City facilities and public right-of-ways.	March 2017	In Progress	●The self-evaluation began in November 2016.
2. Goal: Review City Codes to Ensure the Protection of Properties				
2.1 Update the Safety Element of the City's General Plan and the General Plan Map to address land use designation changes, land use distributions, population projects and new state mandates, including Senate Bill 379.	●Adopt General Plan Amendments.	December 2017	N/A	
2.2 Update various sections of the Zoning Ordinance to clarify development standards; address situations and uses previously not considered; maintain consistency with state mandates; and correct inconsistencies and omissions.	●Adopt Zoning Ordinance Amendments.	June 2017; Annual Review	N/A	
3. Goal: Ensure Existing and Future Development Reflects La Mirada's High Standards				
3.1 Provide sense of place by ensuring that new development is in harmony with the design and size of existing structures through the consistent enforcement of Code prescribed development standards.	●Approval of development projects consistent with surrounding structures.	December 2016; as projects are submitted	Achieved 2016: Ongoing	

Attachment A

Strategy 5: Support a Strong Local Economy				
Objective	Key Performance Indicators	Target Completion	Status	Comments
1. Goal: Advance Business Attraction and Retention Efforts				
1.1 Implement elements of the Economic Development Action Plan (EDAP) to enhance City business outreach and marketing efforts.	<ul style="list-style-type: none"> ●Complete Econ Solutions Economic Development action items; and ●Attract new businesses and restaurants. 	July 2019	In Progress	●EDAP was completed in November 2016.
1.2 Explore new technologies and outreach to market commercial centers	<ul style="list-style-type: none"> ●Use new marketing methods; and ●Attract new businesses and restaurants. 	December 2016	In Progress	●Staff continues to explore new marketing methods. Staff also continues to market on-line through Oppsites.
2. Goal: Strengthen the City's Reputation as Business Friendly				
2.1 Ensure the process for reviewing and processing plans for tenant improvements and entitlements is expedient.	●Complete entitlement approvals within 90 days, Administrative review within 10 days. Environmental reviews and complex projects will require additional time.	June 2017; Per Review	Achieved 2016; Ongoing	
2.2 Continue to partner with local organizations to grow the local business community.	<ul style="list-style-type: none"> ●Continue to partner with the La Mirada Chamber of Commerce on programs benefiting La Mirada businesses; and ●Offer programs and classes through the SBA, CMTTC, SASSFA and others to assist local businesses. 	November 2016; Annual	Achieved 2016	<ul style="list-style-type: none"> ●Staff developed a workshop series with the SBA to be offered in Winter 2017. ●Staff implemented the Shop La Mirada - Holiday Edition program supporting Small Business Saturday on Nov. 26. 26 individuals participated with over \$3,400 in receipts. The program is currently extended through December 18.
3. Goal: Enhance Aesthetics of New Development and Aging Commercial Shopping Centers				
3.1 Review new commercial development and redevelopment projects to ensure building design and site layouts comply with adopted design guidelines. When guidelines do not exist, review projects to ensure they provide quality building and site design.	●Approval of development projects consistent with design guidelines.	August 2016; Per Project	Achieved; Ongoing	
3.2 Complete and adopt specific plan for the Interstate 5 Freeway corridor. Plan will establish a unique list of permitted and conditionally permitted uses as well as unique development and design standards that will include building, parking, signage, landscaping and design requirements.	●Adopt I-5 Freeway Corridor Specific Plan as approved by City Council.	July 2017	In progress	
3.3 Explore creative approaches, funding and resources, including City Code revisions and code enforcement, to revitalize outdated commercial shopping centers.	●Use of creative approaches, funds and resources to revitalize appearance and economic viability of commercial shopping centers.	December 2018	N/A	
3.4 Develop an Economic Development Plan for each commercial shopping center to establish a vision and identify potential ways the City can participate.	●Develop an Economic Development Plan for commercial shopping centers.	July 2017	N/A	