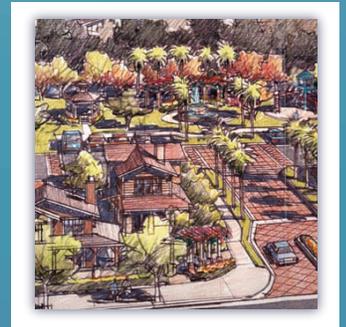
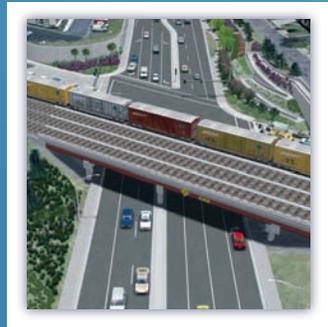
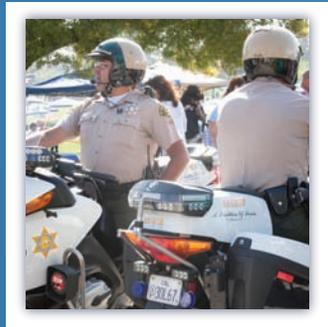




# CITY OF LA MIRADA



## STRATEGIC PLAN 2015



## CITY OF LA MIRADA

DEDICATED TO SERVICE

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Dear La Mirada Community:

La Mirada has a well-deserved reputation as a safe and attractive community with a high quality of life. La Mirada residents take justifiable pride in their community, and many families have lived here since before the City's incorporation in 1960. It is common to find residents who grew up in our community, then chose to raise their own families here. This appreciation and love for the community is what makes La Mirada special.

As your City Council, we are committed to:

- ***Securing a fiscally sound community***
- ***Ensuring a responsive City government***
- ***Providing a safe community***
- ***Promoting a high quality of life***
- ***Providing quality planning and infrastructure***
- ***Promoting a strong local economy***

These six core strategies serve as the foundation of this Strategic Plan. The Strategic Plan is a guide that aims to build upon the City's past success while setting forth goals for our future. We encourage you to review the plan, and explore the exciting projects, programs, and services planned for our community over the next several years.

We are glad that you are part of the La Mirada community. We look forward to working together as we achieve an even better La Mirada for our future!

Sincerely,

**CITY OF LA MIRADA**

La Mirada City Council

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# CITY OF LA MIRADA STRATEGIC PLAN 2015

The City of La Mirada began the process of developing this strategic plan in 2011. This effort was intended to identify La Mirada's key priorities and to develop strategies for achieving community goals by addressing current issues and future challenges facing local government.



Community goals and issues facing La Mirada were identified in a number of ways. Survey results and planning processes conducted with residents and businesses over the past decade were reviewed. Members of the City Council and City management participated in numerous discussions of La Mirada's priorities and the most effective strategies to achieve community goals. Similar discussions were held with City commissioners and employees.

With a good understanding of the needs and interests of La Mirada's community, the City Council and City management team identified six (6) key core strategies or top priorities within which City government efforts should be focused. A series of goals and objectives were developed to address the challenges and opportunities facing the community in the near future.



The Strategic Plan assumes that change will be ongoing in the La Mirada community and within the environment that local government operates. As a result of diminishing financial resources, reduced staffing, restricted local powers and State mandated costs and obligations, the City may need to redirect available resources in the future. Priority items identified in the Strategic Plan will increasingly take precedence over other services and programs that may have benefited from funding and other resources in the past.

For over 50 years, La Mirada has existed as a safe and attractive community with a high quality of life. The Strategic Plan aims to build upon the City's past success by achieving the vision of a better La Mirada in the future.



# A FIRM FOUNDATION FOR PROGRESS



There are numerous indications that La Mirada residents are very satisfied with the community in which they live.

Independent surveys have consistently shown that the great majority of residents are satisfied with the services provided by the City. In fact, overall resident satisfaction with the City has been shown to be as high as 93 percent in these surveys.

In comparison to other cities in California, La Mirada's satisfaction ratings are quite high, and indicate a substantial level of approval of the City's course and level of services. Additionally, CNN's Money Magazine ranked La Mirada among the "Best Places to Live in America". Elected officials and City management have been pleased with the high approval ratings received by the City for its efforts.



While there is a rich diversity in La Mirada's population, there is remarkable consistency in terms of the expectations of the City from the public.

***La Mirada residents desire to live in a safe and well-maintained community offering quality housing in desirable neighborhoods with convenient access to recreational, cultural and educational opportunities, as well as modern commercial centers offering a variety of goods and services.***

The City's Public Safety Team plays a primary role in keeping La Mirada a desirable community. The City has worked hard to remain one of the safest places in the region. Major crimes in the community have dropped significantly in the past decade. The Public Safety Team is committed to ensuring this positive trend continues into the future.

Major efforts are being made to improve the City's aging infrastructure. Providing safe and well-maintained streets, sewer systems, storm drains, sidewalks, and other infrastructure items is a top priority. The City is investing in its capital improvement program to ensure its infrastructure is maintained at a high level.



La Mirada voters have approved Measure I, a one percent transactions and use tax, to provide additional funding to address local infrastructure needs. The City has also partnered with the Federal government, Caltrans, the Metropolitan Transportation Authority and Los Angeles County to coordinate major roadway improvements in La Mirada.

The City invests in quality facilities to serve the public. The addition of the La Mirada Community Sheriff's Station and Splash! La Mirada Regional Aquatics Center in recent years have enhanced public safety and recreational opportunities in the community. These facilities joined an impressive array of public facilities providing quality recreational, social and cultural offerings in La Mirada.

Theatre box office records were set by the 2011-12 season and individual productions at the La Mirada Theatre for the Performing Arts. Peter Pan became the highest selling show in the Theatre's 35-year history. Miss Saigon earned second place on the all-time list. Both shows were attended by more than 22,500 patrons during their 21 performances.

Family-oriented recreational opportunities available at Splash! continued to grow in popularity, as Buccaneer Bay season pass sales again set records.

The City looks forward to building upon these successes by continuing to offer a variety of programs for the community.





La Mirada consistently ranks among the Most Business Friendly Cities, according to the Los Angeles County Economic Development Corporation. Efforts to reach out to businesses have helped bring major new employers and tax revenues to La Mirada.

Following dissolution of redevelopment agencies by the State, City officials are identifying new approaches to retain existing businesses and encourage commercial development in the community.

The City has made significant steps towards shaping future commercial development. In cooperation with the Southern California Association of Governments (SCAG), the City developed the Imperial Highway Corridor Specific Plan, which sets forth detailed standards for future commercial development. A similar Specific Plan is currently being developed for the I-5 Freeway Corridor. The City will continue partnering with key property owners, developers, and businesses to enhance La Mirada's commercial and industrial areas.







## **GUIDING VALUES**

### **Integrity**

We believe honest and ethical decision-making is in the best interest of La Mirada. La Mirada leaders shall value and demonstrate good character and sound judgment.

### **Teamwork**

We support the unique skills and talents of all La Mirada officials and employees, and believe teamwork is the most effective way to achieve success.

### **Service**

We value responsive, professional, and courteous service to all members of the La Mirada community. All members of the City organization shall embrace the City's "Dedicated to Service" philosophy.

### **Openness**

We believe in the transparency of government action and encourage public participation in the decision-making process.

### **Diversity**

We recognize and embrace the rich diversity of the La Mirada community and workplace by creating an environment which respects the human dignity of all.

### **Unity**

We have only one agenda, and make decisions based on what is best for La Mirada. We trust one another, and individual preferences are set aside for the betterment of the community.





## ***CORE STRATEGIES***

The City of La Mirada has identified six core strategies that are critical to achieving success:

***Strategy 1: Secure a Fiscally Sound Community***

***Strategy 2: Ensure a Responsive City Government***

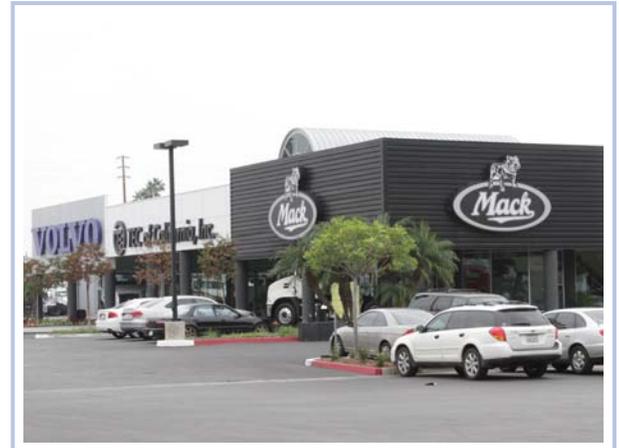
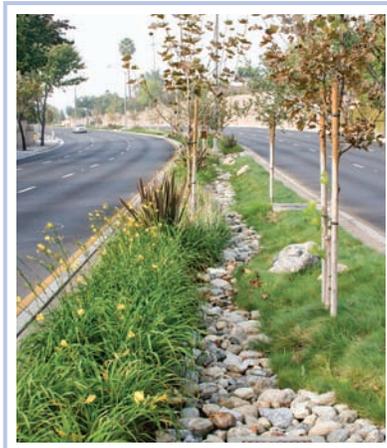
***Strategy 3: Provide a Safe Community***

***Strategy 4: Promote a High Quality of Life***

***Strategy 5: Provide Quality Planning and Infrastructure***

***Strategy 6: Promote a Strong Local Economy***

Each of La Mirada's core strategies and the specific goals to achieve them will be examined in greater detail.



# **STRATEGY 1: SECURE A FISCALLY SOUND COMMUNITY**

The City of La Mirada has developed seven goals with specific actions to maintain the City's long term financial stability.

Goal 1: Enhance Local Revenues

Goal 2: Adhere to Sound Policies that Protect the City's Investments, Maintain Liquidity, and Earn an Acceptable Yield Given Market Conditions

Goal 3: Manage Employee Costs

Goal 4: Use Contract Services Efficiently

Goal 5: Assess User Fee and Cost Recovery Policies

Goal 6: Update Business License Structure to Incentivize Industries that Create Jobs and Provide Revenues

Goal 7: Explore Developer Impact Fees

A primary goal of the City of La Mirada is to ensure its long term financial stability. Having adequate financial resources enables the City to provide the high level and wide variety of public services, programs and facilities desired by the community's residents and businesses. City officials are exploring measures designed to enhance the community's financial strength, and are resolved to support these efforts in the future. Some of these measures are internal actions to manage costs, expand the use of contract services where feasible, and adhere to sound investment policies. Other actions would enhance La Mirada's revenue base through locally supported measures, revised user fees, and modifications to the City's business license structure.

In recent years, revenues declined due to the Great Recession and revenue takes by the State of California. The largest take of local revenues was the elimination of redevelopment agencies in California. This single legislative action took tens of millions of dollars from La Mirada.

In response to seriously declining revenues, La Mirada has taken proactive steps to maintain a balanced budget by cutting City staffing by over 30 percent, reducing employee benefits, continuing to contract for many services, reducing spending, and controlling costs. The City will continue reviewing its costs to provide services efficiently in the future.



La Mirada residents recently voted in favor of Measure I, a one percent transactions and use tax, to support infrastructure repairs in the community. This was the first time La Mirada voters were asked to support a local sales tax measure. La Mirada has traditionally relied on its portion of the State's Bradley-Burns sales tax as its largest single revenue source. It is noteworthy that La Mirada does not receive revenue from a Utility Users Tax (UUT), which is a revenue source commonly available to other California cities. The City does not levy a municipal property tax, although it and the now defunct Southeast Parks and Recreation District, receives a percentage of property tax levied by the County.

With relatively limited funding streams available to the City, consistent efforts have been made in recent decades to increase sales tax revenues by attracting key sales tax producers to the community. The City has achieved notable successes in this area, but has also experienced the loss of some companies. The effects of the poor economy and the State's recent negative actions have largely offset much of the City's gains in this area. The City will continue its focus on retaining the top sales tax producers in La Mirada.



Adjustments have also been made in recent years to enhance a number of other revenue sources. In 2009 voters approved an increase in the Transient Occupancy Tax (TOT), commonly known as the hotel tax, to assist in generating revenues to cover the costs of providing services to visitors to the community. The TOT rate was increased by a total of three percent over a period of three years. Adjustments have also been made to a number of fees for services, including the costs of Building Division fees.



La Mirada faces a significant financial challenge in dealing with the repair and replacement of aging infrastructure. Many streets, sewers, storm drains, curbs, gutters and sidewalks in La Mirada need extensive repairs according to a recent engineer's assessment. The total for making these needed repairs is estimated at \$67,250,193. Another \$126,932,899 will be necessary to deal with other infrastructure concerns facing the community such as improving boundary block walls, undergrounding utilities along major streets, and upgrading streetlights. Recently approved Measure I funds, in conjunction with reserve Capital Improvement Program funds, will be used to begin making these repairs.



# STRATEGY 2: ENSURE A RESPONSIVE CITY GOVERNMENT

The City of La Mirada has developed five goals with specific actions to ensure the City government remains responsive to La Mirada's needs.

- Goal 1: Support Efforts to Protect Local Control of La Mirada's Revenues
- Goal 2: Engage in Addressing Regional Issues and Advocate for Policies in La Mirada's Best Interests
- Goal 3: Evaluate City Charter Proposal
- Goal 4: Promote Resident Involvement in Advisory Bodies
- Goal 5: Enhance the Culture of Open and Honest Government by Expanding Electronic Access to City Information

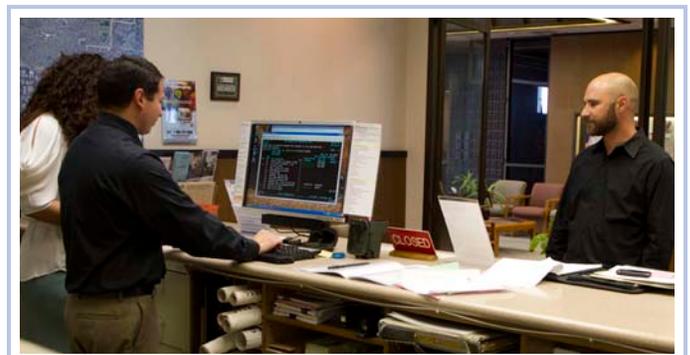


La Mirada residents, businesses, and visitors have come to expect the City to set the standard of excellence for local governance. City officials are expected to be ethical and professional leaders who make decisions in the best interest of La Mirada. Decisions are made openly by the City Council with input provided by members of the City Council, advisory bodies, community members, and staff.

The City encourages residents and businesses to participate on advisory bodies and in a variety of other volunteer capacities. Public engagement enhances the City's effectiveness and improves the quality of its decisions. Knowledge and expertise is widely dispersed in

our community, and the City benefits from having access to that wealth of knowledge. The City will continue to offer residents and other community stakeholders opportunities to participate on the City's commissions and advisory councils where their collective expertise and knowledge can benefit the greater community.

The City's motto, "Dedicated to Service," permeates all levels of the City organization. City staff takes pride in responding to residents' concerns in a timely manner. Requests for information or service are responded to promptly and professionally. Even with recent staff reductions, an emphasis on professional, prompt, and courteous service is expected of all City employees.

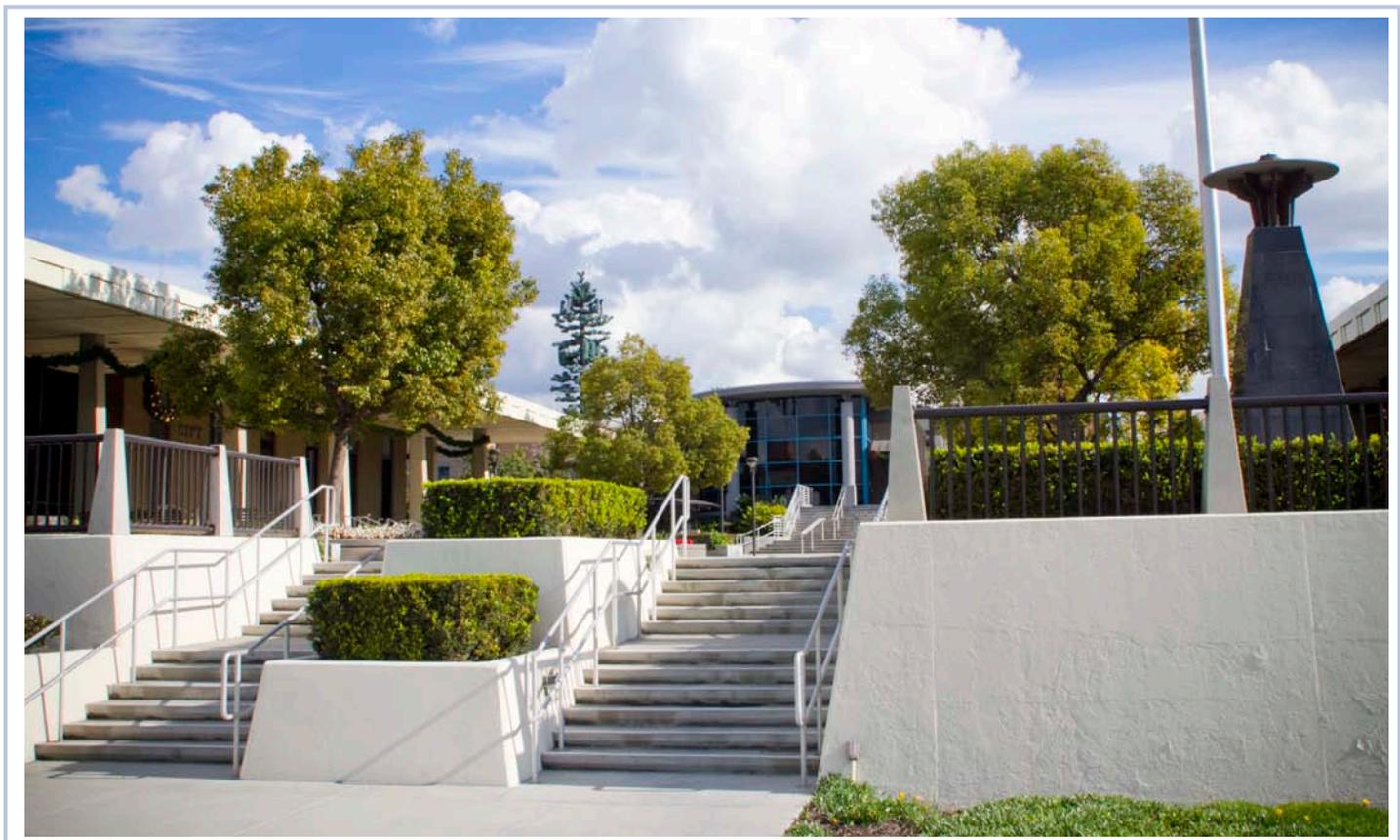


As the State has continued its efforts to erode cities' local control in recent years, it has become increasingly important for the City to continue identifying ways to protect La Mirada's interests and revenue sources. One option available for enhancing local control is to possibly become a Charter City, which will continue to be explored by the City in the near future. City officials and staff continue to stay abreast of State and Federal legislation that may impact La Mirada, and ensure the City's position is expressed to its legislators. In the same way, City officials and staff participate in a variety of regional and state policymaking and professional agencies to ensure the City's interests are heard.

The City also aims to be transparent in its decision-making process. Transparency promotes accountability, and provides residents with information about what their City is doing. Important information about issues facing the City and actions taken by the City leadership should continue to be communicated to the public. City staff aims to take appropriate actions, consistent with law and City policy, to disclose information through a variety of avenues including the City's newsletter, website,



electronic news, marquees, publications, and press releases. Increasingly, City news and information is being placed online by City Departments so that it is readily available to the public. Additionally, complete City Council agendas, including staff reports, are available on the City's website. The City will continue to identify practical ways to help residents and businesses receive the information they need from the City.



# **STRATEGY 3: PROVIDE A SAFE COMMUNITY**

City officials are firmly committed to proactive community policing efforts designed to maintain La Mirada's position as one of the safest cities in the region. The City has developed five goals aimed at providing a safe community.

Goal 1: Maintain a Low Crime Rate

Goal 2: Prevent Gang and Drug Activities in La Mirada Neighborhoods

Goal 3: Encourage Community Oriented Policing to Prevent Crime

Goal 4: Ensure Rapid Emergency Response

Goal 5: Promote Emergency Preparedness in the Community

Ensuring that La Mirada remains a safe community in which to live and do business is the City's top priority. City officials have often stated that "if people don't feel safe, nothing else matters." City resources are committed each year to ongoing efforts to deter crime and enhance the safety of La Mirada neighborhoods and business areas. Public Safety operations consistently receive the City's largest budget of any City Department.

La Mirada contracts with the Los Angeles County Sheriff's Department for law enforcement services. This arrangement delivers to La Mirada the crime fighting capabilities of one of the world's largest law enforcement agencies. Law enforcement personnel serving La Mirada are based at the Norwalk Sheriff's Station and the La Mirada Community Sheriff's Station.

Sheriff's Deputies perform general patrol, special services and traffic enforcement duties. Detectives investigate crime reports and identify trends in criminal activity. Special Assignment Officers target gang and drug activity. School Deputies regularly visit schools to address law enforcement issues. Sheriff's personnel are committed to working with the community to address issues and keep the community safe.



La Mirada's Public Safety Team also includes resources from the Los Angeles County District Attorney's Office, Probation Department and Parole. Civilian Public Safety Officers are employed by the City to perform key duties in support of law enforcement. These duties include writing routine reports, conducting classes at schools, and participating in after-school programs. The Sheriff's Volunteers on Patrol (V.O.P.) program also provides civilian support to sworn Deputies.

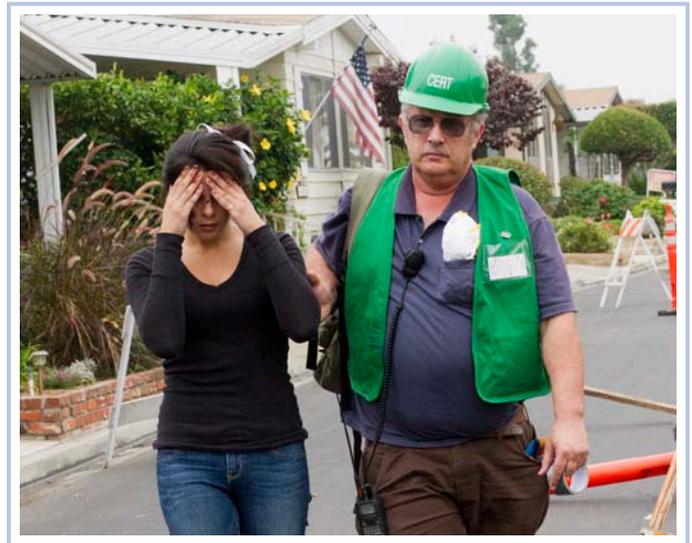


Residents and businesses work closely with the Public Safety Team through programs such as Neighborhood Watch and Business Watch to report crime and suspicious behavior. Active citizen participation in support of law enforcement efforts helps to ensure that La Mirada remains a safe community.

The City has worked hard to remain one of the safest places in the region. The number of major crimes in the community has dropped significantly in the past decade. Overall crime has fallen by 16 percent over the past 10 years. The City and Public Safety Team are dedicated to ensuring this positive trend continues in the future.

La Mirada's excellent safety record is due to proactive policing by the Los Angeles County Sheriff's Deputies and extensive community involvement. Community meetings will continue to be held throughout La Mirada to discuss crime trends, provide safety information and

target criminal activity. The City encourages the community's active participation in Neighborhood Watch, Business Watch, and HAM Watch programs.



Residents and businesses are also encouraged to participate in the City's emergency preparedness efforts. The annual Communitywide Disaster exercise is a way residential communities, schools, places of worship, and local businesses can join with the City to practice their response to a disaster situation.

Volunteers with the Community Emergency Response Team (CERT) also participate in the City's emergency preparedness program. The City will continue to support the efforts of the Disaster Preparedness Steering Committee to ensure La Mirada is prepared for potential man-made and natural disasters.



# STRATEGY 4: PROMOTE A HIGH QUALITY OF LIFE

The City of La Mirada has identified four specific goals to promote a family oriented environment and preserve the community's high quality of life.

Goal 1: Provide Quality Recreational and Cultural Opportunities

Goal 2: Promote City-School District Cooperation for Items of Community Interest

Goal 3: Promote Community Pride

Goal 4: Collaborate with City Partners to Serve the Community

The City of La Mirada prides itself on being a desirable, family-oriented community. In fact, CNN's Money Magazine has named La Mirada among the nation's best communities in which to live. La Mirada offers quality neighborhoods and facilities that enhance the quality of life.



Nearly 80 percent of La Mirada homes are detached, single-family residences surrounded by well-maintained parks, athletic fields, and other public facilities. The City invests heavily in top quality facilities for youth sports and recreation programs. A comprehensive social service program is offered by the City and contract agencies. The City also provides La Mirada Transit, which offers curb-to-curb transportation throughout the community, and to medical and shopping destinations in nearby communities. A Community Services Master Plan reflects La Mirada's recreational, leisure, social, and cultural priorities.

The Behringer Athletic Fields are at the heart of the City's athletic programs. Baseball, football, soccer and softball leagues operate throughout the year. Games and practices are also held at Los Coyotes and Benton Middle Schools. The City cooperates with the School District to provide open space for the estimated 5,000 children that participate in La Mirada's youth sports each year.



The City offers outstanding recreational opportunities at Splash! La Mirada Regional Aquatics Center and the La Mirada Community Gymnasium. Splash! offers aquatics programs serving the community's instructional, recreational, and competitive needs. The Buccaneer Bay water park offers family fun with a number of pirate-themed elements, waterslides, play structures, a lazy river, and picnic areas. The Community Gymnasium provides an excellent location for basketball, volleyball and other indoor sports. Exercise equipment is also available.



The La Mirada Theatre for the Performing Arts provides award-winning Broadway style productions and a variety of specialized programming for children throughout the year. The Theatre is also the home of the La Mirada Symphony and the Phantom Projects teen theatre group. Well attended new offerings and programs continue to delight Theatre audiences each year.

Preserving La Mirada's history remains an important endeavor. The historic Neff Estate offers a look back at 19th century living in the area that would one day become La Mirada. The Neff Estate includes La Mirada's oldest home, the George House, as well as a carriage barn, and the lovely Neff House. La Mirada's unique history will continue to be shared through tours of the Neff Estate and classroom presentations to La Mirada's youth.



Various events and programs offered by the City, often with private support, help bring the community together and promote pride in La Mirada. The annual Easter Egg Hunt, Community Carnival, Independence Day Celebration, Stroll in the Park, Halloweenfest, and Chili Holiday events are all very well attended. The Summer Concert Series is also a popular community program. Additionally, the City pays special recognition to its veterans and active military service personnel through the Military Banner and Blue Star Banner programs, and the Veterans' Observance and Memorial Day events.



The La Mirada community benefits from numerous partnerships maintained by the City with other local organizations. The City works cooperatively with the Norwalk-La Mirada Unified School District to enhance educational services in the community. The City maintains a positive working relationship with Biola University, which provides quality education to thousands of students each year. Additionally, the City appreciates its valuable community volunteers and service organizations, whose members provide countless hours of service to the community annually. These partnerships will continue to be strengthened through cooperative projects and programs benefiting the community.



# **STRATEGY 5: PROVIDE QUALITY PLANNING AND INFRASTRUCTURE**

The City of La Mirada has developed five goals with specific actions to ensure the City continues to provide quality planning and infrastructure systems in the future.

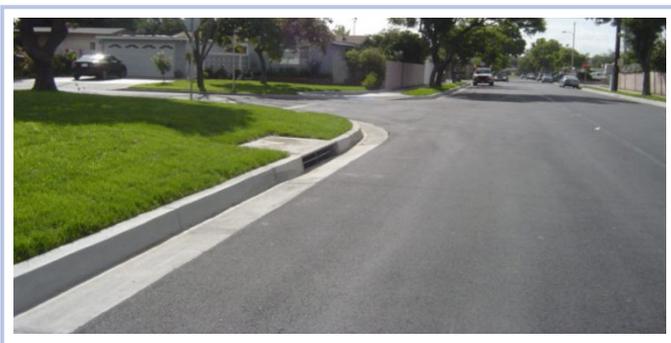
Goal 1: Upgrade Infrastructure Systems

Goal 2: Maintain Attractive and Energy Efficient Public Facilities

Goal 3: Conduct Code Updates

Goal 4: Identify Alternatives for Upgrading Arterial Block Walls

Goal 5: Ensure Existing and Future Development Reflects La Mirada's High Standards



Infrastructure and neighborhoods can be thought of as the building blocks that make up a city. The strengths, characteristics and flaws of individual neighborhoods combine to influence the quality of life within the larger city. Infrastructure items, including streets, roads, sewers, storm drains, curbs, gutters, sidewalks, street signs, bridges, and traffic signals impact the community's property values, aesthetics, and public health.

Recognizing this reality, the City of La Mirada has made substantial efforts and investments in recent years to enhance the quality of neighborhoods in the community. The Foster Park neighborhood, which is among the oldest neighborhoods in La Mirada, has benefited from millions of dollars of investment in recent years. Redevelopment and Federal Community Development Block Grant (CDBG) funds have been used to improve streets, curb and gutters, drainage, sidewalks, street

trees, and lighting. The final phase of this major neighborhood improvement is anticipated to begin in the coming year. Similar funding has assisted homeowners to make home improvements throughout the neighborhood. With the elimination of redevelopment and diminishing CDGB funding, which the City traditionally uses to help income-qualified homeowners make improvements, it will be important to identify alternative sources of funding for these needs.

La Mirada has a long-standing tradition of conducting the Spring Beautification program each year. This positive program encourages residents and businesses to display pride of ownership in their properties. The City also conducts a proactive code enforcement program to resolve property maintenance issues and ensure community standards are maintained.



As a nearly fully developed community, La Mirada offers somewhat limited opportunities for the construction of new housing. “The Orchards,” a 41-unit gated neighborhood development planned at the former Alondra shopping center, will be under construction in the near future.

Recent changes in the zoning of certain commercial centers allows for the possibility of these locations blending a combination of commercial facilities and housing opportunities. Design review standards will be established for these mixed use developments, as well as new commercial and industrial developments. The City will also look to update its General Plan and perform various Code modifications, as necessary, to preserve the safety and aesthetics of the community.



Surveys in recent years have shown a high degree of resident satisfaction with the general appearance of the community. Extensive landscaping along streets and other public rights of way enhance the appearance of the community. City buildings, recreation areas and other public facilities will continue to be well-maintained and free from graffiti. Efforts will be made to identify and implement energy efficient systems in City facilities where practical.

The City will also continue efforts to develop alternatives for addressing the community’s privately owned boundary block walls, which are a source of community concern. Additionally, the City will continue working with local residents and La Mirada’s elected officials to address train noise from the BNSF Railway located adjacent to Stage Road.



While residents are generally satisfied with the community’s appearance, La Mirada is now over 50 years old, and much of the infrastructure is in need of repairs. A recent engineering review of La Mirada’s infrastructure has identified more than \$67 million in infrastructure needs for streets, sewers, storm drains, traffic signals, curbs, gutters, sidewalks, bridges, and access ramps. Another \$127 million is needed for other items impacting the community environment including undergrounding utilities, replacing private block walls along major streets, and street light maintenance and improvements.

The City will continue its aggressive capital improvement plan to make infrastructure repairs using Capital Improvement Project reserves and Measure I funds. Projects will continue to be identified as part of the Budget adoption process. Redevelopment Agency bond funds and Federal, State and County funds will be used when available. Additionally, the City will continue to monitor the construction of the Valley View Grade Separation and I-5 Freeway Expansion, as these major projects are poised to undergo significant construction in the near future.



# STRATEGY 6: PROMOTE A STRONG LOCAL ECONOMY

The City has developed five goals to promote La Mirada's strong local economy.

Goal 1: Advance Business Outreach Activities

Goal 2: Engage in Efforts that Support Businesses

Goal 3: Create Design Standards for New Development along the I-5 Freeway and Imperial Corridor to Promote Economic Development Objectives and Community Enhancement

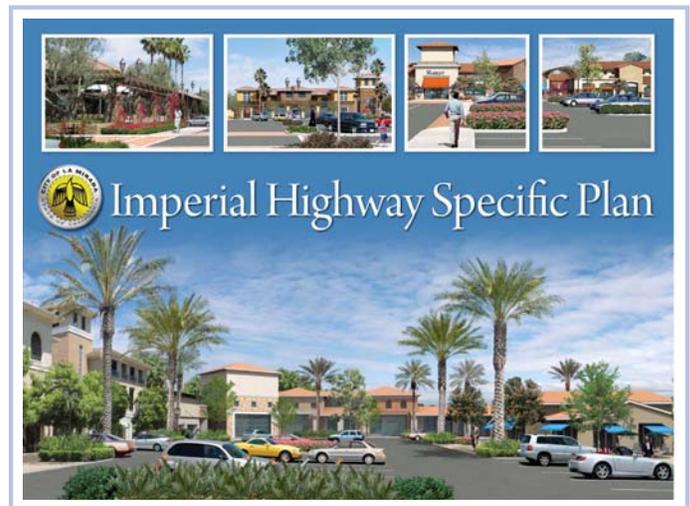
Goal 4: Encourage and Facilitate the Development of Commercial Facilities Serving the Needs of the Local Community and Region, Including Restaurants and General Merchandise Shopping Opportunities

Goal 5: Coordinate Business Assistance Programs with Partners

La Mirada is located in the midst of the dynamic Los Angeles/Orange County metropolitan area. More than 12 million people live and work within the area. Significant economic activity, much of it related to international trade from around the Pacific Rim, takes place in the community. Major transportation facilities, including air, rail, port and freeways, support the movement of goods and people. Within this environment, La Mirada plays a key role in the region's economy.



The City works to create jobs locally and enhance La Mirada's tax base. Efforts focus on expanding and diversifying the community's industrial and commercial sectors. Modern industrial facilities are home to leading corporations that generate substantial jobs and revenues.



Efforts to build the local economy involve planning for a new generation of commercial facilities. The City recently completed an award-winning Imperial Highway Corridor Specific Plan to guide new development in commercial centers along that major roadway. The City has also begun development of an I-5 Corridor Specific Plan to upgrade the appearance and economic potential of this highly visible location.

The City has retained a retail consultant to review existing conditions in the area. The consultant assists in developing strategies to encourage private property owners to invest



in their commercial centers in order to attract nationally recognized tenants to La Mirada. La Mirada's strong demographics offer significant opportunities for retail expansion in La Mirada, particularly in the sale of general merchandise. The City will continue its efforts to encourage private investment in local shopping centers.

In response to changing market conditions, older industrial facilities in La Mirada are beginning to be replaced by more modern facilities. The market is demanding larger, Class "A" structures that feature cross dock loading capabilities and increased ceiling heights. Several brokers and developers have approached the City with proposals to replace aging buildings. Healthy demand continues to be seen for the most desirable industrial space in La Mirada. The City is prepared to facilitate the planning and building review of these projects.

For the past five years, the City of La Mirada has been named as a finalist for the "Most Business Friendly City" award by the Los Angeles County Economic Development Corporation (LAEDC). This consistently high level of recognition is a testament to the City's ongoing efforts to enhance the local economy. La Mirada aims to continue being among the best business locations in Southern California.

Extensive business outreach efforts will continue being conducted by the City to monitor business needs and provide information on services available to support business activities. The City actively reaches out to businesses through its website and electronic newsletters. Events such as the Business Forum demonstrate the City's commitment to meeting local businesses' needs.

Surveys, on-site visits and information provided in City publications assist outreach efforts. These media highlight long standing and newly established La Mirada businesses, feature business-related projects, events and meetings, and inform residents of the importance of jobs and healthy businesses.

La Mirada promotes business education to help businesses succeed. The City partners with the LAEDC, Gateway Cities Council of Governments, Southeast Areas Social Services Funding Authority (SASSFA), the La Mirada Chamber of Commerce, and others to host meetings aimed at helping businesses grow and save jobs. La Mirada has worked with California Manufacturing Technology Consulting and SASSFA to present a free seminar for manufacturers on business growth, cost reduction, and creative solutions to problems.

La Mirada supports neighborhood businesses by rewarding residents for shopping locally. Since beginning the Shop! See! Splash! incentive campaign in 2009, local shoppers have submitted over \$1.3 million in receipts from hundreds of local businesses. Programs such as this continue to reinforce the importance of shopping locally.



# ***IMPLEMENTATION STRATEGY***

The La Mirada City Council and the City's management team are committed to achieving the goals outlined in this Strategic Plan. It is anticipated that the City's progress towards achieving these goals will be reviewed periodically. Obstacles that may arise during this implementation process will be identified, and new strategies will be developed as needed to meet them. The results of this process will be made available to the public.



To assist in achieving La Mirada's strategic goals, several steps will be taken to ensure the Strategic Plan truly becomes a vital part of the City organization and influences how the City carries out its mission on a daily basis.

- The Strategic Plan will be made available to all City employees, and opportunities will be available for employees to review its purpose and provisions, and answer questions.
- The Strategic Plan will be highlighted in the La Mirada Living newsletter, and placed in full on the City's website for review by the public.
- City residents and businesses will be updated periodically on the City's achievement of Strategic Plan goals.
- The City Council will receive periodic status reports concerning progress towards the achievement of Strategic Plan goals.
- City Council agenda reports related to specific Strategic Plan goals will be so identified in the report.
- The City Council and City management staff will review the Strategic Plan document, discuss progress towards strategic goals, and make necessary revisions and amendments annually.



## CITY OF LA MIRADA STRATEGIC GOALS 2015

<b>Strategy 1: Secure a Fiscally Sound Community</b>			
<b>Action</b>	<b>Deliverable</b>	<b>Responsible Department</b>	<b>Expected Completion</b>
<b>1. Enhance Local Revenues</b>			
1.1. Engage in a public education effort to inform the community about fiscal issues and unmet infrastructure needs	Public information materials	Administration	Completed
1.2 Retain Godbe Research to conduct tracking poll	Tracking poll results	Administration	Completed
1.3 City Council places 1 cent sales tax measure on November ballot	Council Action (Adopt Resolution)	Administration/City Clerk	Completed
1.4 Implement Measure I sales tax provisions	Council Action (Approve Agreements with SBOE)	Administration	January 8, 2013
1.5 Establish Citizens' Oversight Board	Council Actions	Administration	March 22, 2013
<b>2. Adhere to Sound Investment Policies that Protect the City's Investments, Maintain Liquidity, and Earn an Acceptable Yield Given Market Conditions</b>			
2.1 City Council to review/revise Investment Policy	Revised Investment Policy	Administrative Services	July 2013; annually
2.2 City Council to approve RFP for Investment Management Services	New or renewed Investment Management Agreement	Administrative Services	April 15, 2014
2.3 Maintain reserves of \$6.625 million, as established by City Council policy, for emergencies and City needs	Budget appropriations	Administrative Services	Completed; review annually
<b>3. Manage Employee Costs</b>			
3.1 Implement PARS early retirement incentive plan	PARS Agreement	Administrative Services	Completed
3.2 Employee benefit costs continue to increase. Continue reviewing existing employee benefits and costs with the City Council	Two tier system established in 2011. Present report summarizing benefits, costs and issues to be reviewed in Closed Session. Address pension and medical costs for current and future employees	Administrative Services/Personnel	May 2013; annually
3.3 Continue to monitor retiree medical insurance trust to ensure ongoing full funding of retiree medical insurance benefits (also known as OPEB: Other Post Employment Benefits)	Annual fiscal year financial summary provided to the City Council stating funding level and reimbursements processed	Administrative Services/Personnel and Finance	July 2013; annually
3.4 Pension costs have risen due to various reasons including reduced assumed rate of return by CalPERS. Explore cost participation for current and future employees, and second tier benefits for future employees	Council Action (Adopt Resolution and amend CalPERS Contract Amendment)	Administrative Services/Personnel	June 2013
3.5 Medical costs have risen. Explore vesting schedule for future employees and participation in costs for future and current employees	Council Action (Adopt Resolution)	Administrative Services/Personnel	June 2013
3.6 Update the comprehensive salary and benefits survey of other cities	Updated Salary Survey Study	Administrative Services/Personnel	March 2013

<b>4. Use Contract Services Efficiently</b>			
4.1 City Council to approve RFP for Audit Services	New or renewed Audit Services Agreement	Administrative Services	June 2015
4.2 City Council to approve RFP for Actuarial Services	New or renewed Actuarial Services Agreement	Administrative Services	July 2013
4.3 Review and consider expanding use of landscape contracting for parks and open spaces	Revised Landscape Maintenance Services Agreement	Public Works	March 2013; annually
4.4 Perform audit of current contract services provided by Los Angeles County Department of Public Works for cost effectiveness	Revised street and related services Maintenance Agreement with Los Angeles County Department of Public Works	Public Works	March 2013; annually
4.5 Explore cooperation with neighboring cities for public works services	Potential agreement for services	Public Works	March 2013
4.6 Prepare list of existing contract services and providers	Master list of agreements	City Clerk	Completed; Ongoing
<b>5. Assess User Fees and Cost Recovery Policies</b>			
5.1 City Council to approve cost recovery methodology and overhead rate	Council Action (Adopt Resolution)	Administrative Services	April 2013
5.2 City Council to adopt revised User Fees	Council Action (Adopt Resolution)	Administrative Services	April 2013
<b>6. Update Business License Structure to Incentivize Industries that Create Jobs and Provide Revenues</b>			
6.1 City Council to approve RFP for Business License study	Business License Consulting Agreement	Administrative Services/Administration	October 2013
6.2 City Council decision to place Business License Tax revision on ballot	Council Action (Adopt Resolution)	Administrative Services/Administration	February 2014
<b>7. Explore Developer Impact Fees</b>			
7.1 Prepare Impact Fee Study/Report to mitigate community impacts from new construction	City Council Study Session Staff Report	Community Development	March 2013
7.2 City Council to approve RFP for Impact Fee recommendations	Council Action	Community Development	April 2013
7.3 Adopt Impact Fees	Resolution Adoption	Community Development	September 2013

## Strategy 2: Ensure a Responsive City Government

Action	Deliverable	Responsible Department	Expected Completion
<b>1. Support Efforts to Protect Local Control of La Mirada's Revenues</b>			
1.1 Monitor legislation and policies, determine impacts on local revenues and control, and advocate La Mirada's position to elected representatives and the League of California Cities	Support letters, resolutions, public information items	Administration	Completed for 2012; Continued Review
<b>2. Engage in Addressing Regional Issues and Advocate for Policies in La Mirada's Best Interests</b>			
2.1 Encourage active participation by the City Council and City Management to represent the City's interests in regional and state policymaking and professional agencies and organizations	Meeting attendance, policy actions	All	Continued Review
<b>3. Evaluate City Charter Proposal</b>			
3.1 City Council to discuss City Charter study	City Charter Report	Administration	Reviewed at August 2012 Study Session; Continued Review
3.2 City Council decision regarding placing City Charter question on ballot	Council Action (Adopt Resolution)	Administration	November 2013
<b>4. Promote Resident Involvement in Advisory Bodies</b>			
4.1 Coordinate a Coffee with Commission Candidates event every 2 years	Event	Administration/City Clerk	April 30, 2013
4.2 Continue posting information on vacant advisory positions on the City's website and notify via E-News and La Mirada Living	Information materials	Administration	Completed; Ongoing
<b>5. Advance the Culture of Open and Honest Government by Expanding Electronic Access to City Information</b>			
5.1 Provide information on Council actions electronically	Place information on City website and E-News	Administration	Completed; Ongoing
5.2 Provide computer access at the Building Counter for customers to review property information prior to submitting plans/requesting permits	Improved customer service/web access	Community Development	January 1, 2015

<b>Strategy 3: Provide a Safe Community</b>			
<b>Action</b>	<b>Deliverable</b>	<b>Responsible Department</b>	<b>Expected Completion</b>
<b>1. Maintain a Low Crime Rate</b>			
1.1 Conduct Probation and Parole compliance searches	Monitor offenders and arrest repeat offenders for violating probation	Public Safety	Ongoing
1.2 Work with the Parole Compliance Team to monitor the post-release supervised persons who are shifted to the County	Monitor offenders and arrest repeat offenders for violating probation	Public Safety	Ongoing
1.3 Use mapping software to identify crime trends. Respond to crime trends and deploy resources accordingly	Utilize the Cops on Dots approach to reduce crime and identify suspects	Public Safety	Ongoing
1.4 Educate residents on crime trends and crime prevention techniques	Include information in La Mirada Living, E-Watch, and brochures	Public Safety	Ongoing
1.5 Continue using the Volunteers on Patrol program to complement Public Safety staff	Deploy VOPS as additional resources	Public Safety	Ongoing
<b>2. Prevent Gang and Drug Activities in La Mirada Neighborhoods</b>			
2.1 Proactive enforcement efforts targeting gang and drug activities	Reduced gang and drug activity	Public Safety	Ongoing
2.2 Educate parents on warning signs and prevention tips	Distribute public information materials at Back to School and similar events	Public Safety	Ongoing
2.3 Identify at-risk youth to attend the Sheriff's Department's PRIDE program	At-risk youth attend the PRIDE program	Public Safety	Ongoing
2.4 Seek grant funding to develop a mentor program for At-Risk Youth	Application for grant funding	Public Safety	Ongoing
2.5 Teach Positive Alternatives in local elementary schools	Youth focused curriculum on consequences of gang and drug involvement	Public Safety	Completed; Ongoing
<b>3. Encourage Community Oriented Policing to Prevent Crime</b>			
3.1 Coordinate Public Safety meetings in neighborhoods experiencing increases in crime	Schedule meetings in Reporting Districts 0464, 0465, and 0472	Public Safety	April 1, 2013
3.2 Promote Neighborhood Watch and volunteer programs at community events	Increase the number of Block Captains	Public Safety	Ongoing
3.3 Partner with Sheriff's Department to encourage residents to start Neighborhood Watch groups	Distribute NW brochures to victims of property crimes	Public Safety	Ongoing
<b>4. Ensure Rapid Emergency Response</b>			
4.1 Review monthly emergency response times to ensure they reflect the City's standards	Acceptable emergency response times	Public Safety	Ongoing
<b>5. Promote Emergency Preparedness in the Community</b>			
5.1 Coordinate emergency preparedness meetings for residents	Schedule meetings in cooperation with Neighborhood Watch meetings; schedule a citywide meeting	Public Safety	September 1, 2013
5.2 Promote Community Emergency Response Team (CERT) program at community events	Increase CERT membership; hold one CERT class annually	Public Safety	June 2013
5.3 Partner with community stakeholders and residents in the communitywide disaster exercise	Increase membership of the Disaster Preparedness Steering Committee	Public Safety	October 17, 2013; Ongoing

<b>Strategy 4: Promote a High Quality of Life</b>			
<b>Action</b>	<b>Deliverable</b>	<b>Department</b>	<b>Completion</b>
<b>1. Provide Quality Recreational and Cultural Opportunities</b>			
1.1 Update the Community Services Master Plan to reflect La Mirada's recreational, leisure, social, and cultural priorities	Updated Community Services Master Plan	Community Services	September 1, 2013
1.2 Provide quality productions and new program offerings at the La Mirada Theatre for the Performing Arts	Successful performances and increased revenues	Theatre	December 2012; Continued Review
1.3 Offer a wide variety of recreation programs and classes for youth and adults that promote health and wellness	A broad and diverse offering of classes and programs for youth, adults, and seniors	Community Services	Ongoing
1.4 Enhance local understanding of La Mirada history	Free monthly tours of the Neff Estate and classroom history presentations	Community Services	Ongoing
<b>2. Promote City-School District Cooperation for Items of Community Interest</b>			
2.1 Continue hosting regular meetings with City and School District representatives to discuss items of mutual interest	Meeting Actions	Administration	Ongoing
2.2 Work cooperatively with the School District to provide youth sports leagues with places to play	Fields for practicing and games	Community Services	Ongoing
2.3 Provide opportunities for students to be recognized by City Council for their achievements	City Council Recognition	Community Services	Ongoing
2.4 Provide presentations on City government to students at La Mirada schools	Class presentations and partnership with La Mirada High School for Youth-in-Government program	Community Services	Ongoing
2.5 Assist students with completing volunteer projects by offering a wide variety of volunteer opportunities	Student volunteer projects	Community Services	Ongoing
<b>3. Promote Community Pride</b>			
3.1 Continue providing targeted events that bring together the broader La Mirada community	Easter Egg Hunt; Independence Day Celebration; Stroll in the Park; Halloweenfest; Chili Holiday; and Summer Concerts	Community Services	December 31, 2013; Annually
3.2 Highlight Theatre productions, Splash!, community events and recreation programs through local media and the City's website and publications	Various media; articles and publications	Community Services	Ongoing
3.3 Recognize veterans and active local military service personnel	Military Banner program; Blue Star program; Veterans' Observance; Memorial Day event	Community Services	Ongoing

<b>4. Collaborate with City Partners to Serve the Community</b>			
4.1 Work with non-profit agencies that provide vital social services to La Mirada residents	Annual Funding Agreements	Community Services	December 31, 2013; Ongoing
4.2 Coordinate with Biola University to provide service programs for the community	Increased involvement of Biola Students in the "Ask a Nurse" program and other service projects	Community Services	May 30, 2013; annually
4.3 Encourage service groups to increase their role in community events and programs	Greater participation by community groups	Community Services	December 2013
4.4 Continue identifying and promoting volunteer opportunities in the community	Increased number of community volunteers	Community Services	December 2013
4.5 Continue increasing business partnership opportunities for community events	Increased business sponsorships of City events	Community Services	Ongoing

## Strategy 5: Provide Quality Planning and Infrastructure

Action	Deliverable	Responsible Department	Expected Completion
<b>1. Upgrade Infrastructure Systems</b>			
1.1 Work with engineering consultant to prepare infrastructure needs assessment report with a ten-year improvement plan	City Council report	Public Works	Completed
1.2 As part of the annual budget adoption process, prepare a Capital Improvement Program using available funds to upgrade City facilities, streets, sidewalks, sewers, parks, athletic fields, and public buildings based on the findings of the infrastructure needs assessment	Modernized infrastructure and maintained facilities	Public Works	Completed for 2012; Ongoing
1.3 Monitor construction of the Valley View Grade Separation project in conjunction with the City of Santa Fe Springs to ensure completion on-time and within budget	Valley View Grade Separation	Public Works	January 1, 2015
1.4 Monitor I-5 Freeway Expansion project and ensure La Mirada's interests are represented and communicated to Caltrans regarding alignment, ramps, property acquisition and reuse	Expanded I-5	Administration/ Public Works	December 2016; Caltrans Project
<b>2. Maintain Attractive and Energy Efficient Public Facilities</b>			
2.1 Develop a 10 year Master Plan for building and park infrastructure repairs	City Facilities and Parks Master Plan	Public Works	March 2013
2.2 Identify and implement, when practical, energy efficient systems throughout the City's facilities and infrastructure to reduce costs and conserve resources	Energy upgrades	Public Works	Complete review April 2013;
2.3 Perform daily City buildings and athletic facilities maintenance	Well-maintained facilities	Public Works	Ongoing
2.4 Abate graffiti promptly within 24 hour notice	Graffiti removal crew response	Public Works	Ongoing
<b>3. Conduct Code Updates</b>			
3.1 Update the City's General Plan	Council Adoption	Community Development	March 2014
3.2 Develop design review standards for mixed use/high density housing, and commercial and industrial developments	City Council Resolution	Community Development	May 2013
3.3 Adopt Nonconforming Sign Amortization program	Council Action (Adopt Resolution)	Community Development	March 2014
3.4 Monitor and amend Zoning Code as necessary	Council Action	Community Development	Continued Review

<b>4. Identify Alternatives for Upgrading Arterial Block Walls</b>			
4.1 Establish design standard for arterial walls	Council Action (Adopt Ordinance)	Community Development	Completed
4.2 Explore alternatives for City to enhance block walls in City right-of-ways	Council Action (Adopt Policy)	Administration/ Public Works	February 2013
4.3 Identify potential funding sources for improvements to block walls	Funding resources	Community Dev./ Administration/ Public Works	June 2013
4.4 Explore alternatives and potential funding sources for a sound wall on Stage Road adjacent to the BNSF Railway tracks	Sound Study; Funding Resources	Public Works/ Administration	April 2013
<b>5. Ensure Existing and Future Development Reflects La Mirada's High Standards</b>			
5.1 Receive environmental clearance and close escrow on the former Alondra shopping center	Transfer of property to Brandywine Homes for "The Orchards" 41-unit housing development	Administration/ Community Dev.	February 2013
5.2 Ensure that major residential, commercial, and industrial development projects are reviewed through the Certificate of Compatibility (CofC) entitlement process	Certificate of Compatibility Review	Community Dev./ Administration	CofC process approved in August 2012; project review ongoing
5.3 Identify neglected and vacant properties, commercial and industrial buildings and underutilized properties that detract from the community and work with owners to enhance aesthetics and safety	Well-maintained neighborhoods	Community Dev./ Public Safety	Ongoing
5.4 Conduct a positive property maintenance, education and recognition program promoting pride of ownership, adherence to community standards, and home improvement	Property Maintenance Standards Brochure; Spring Beautification program	Community Dev./ Community Services	May 2013; annually
5.5 Explore and pursue programs and funding sources to assist in the improvement of residential property	Funding resources	Community Dev./ Administration	Ongoing

<b>Strategy 6: Promote a Strong Local Economy</b>			
<b>Action</b>	<b>Deliverable</b>	<b>Department</b>	<b>Completion</b>
<b>1. Advance Business Outreach Activities</b>			
1.1 Meet with targeted businesses to understand and resolve concerns, and determine future plans	Meeting summary	Administration	Ongoing
1.2 Conduct Business Forum and Outreach event annually to provide information on City programs, services, and projects available to businesses	Business Forum event	Administration	March 2013
1.3 Continue preparing quarterly La Mirada Business News publication for print and online	Newsletter	Administration	Completed; Ongoing
1.4 Host a Brokers Breakfast event with local commercial and industrial real estate brokers to discuss market conditions and leasing activity	Meeting	Administration	Completed October 2012
<b>2. Engage in Efforts that Support Businesses</b>			
2.1 Conduct Shop La Mirada campaign to encourage and reward shopping locally	Vouchers to City programs and venues	Administration	In process; completion in January 2013
2.2 Ensure the process for reviewing and processing plans for tenant improvements and entitlements is expedient	Entitlement approval within 65 days, Administrative review within 10 days	Community Development	Ongoing
2.3 Work with the LAEDC and apply for annual recognition of business friendly efforts	Award recognition	Administration	November 2012; annually
2.4 Participate with Gateway COG in developing job creation plan	Develop plan	Administration	January 2013; Ongoing
<b>3. Create Design Standards for New Development along the I-5 Freeway and Imperial Corridor to Promote Economic Objectives and Community Enhancement</b>			
3.1 Host a workshop with I-5 stakeholders	Community Input	Community Development	Completed
3.2 Place the I-5 Specific Plan before Planning Commission for review	Planning Commission Action	Community Development	July 2013
3.3 Conduct a City Council hearing to adopt the I-5 Specific Plan	City Council Action	Community Development	September 2013
3.4 Adopt Imperial Corridor Specific Plan Development Review Plan Check fee and I-5 Specific Plan Development Review fee	City Council Action	Community Development	April 2013; to be considered with User Fee Study

<b>4. Encourage and Facilitate the Development of Commercial Facilities Serving the Needs of the Local Community and Region, Including Restaurants and General Merchandise Shopping Opportunities</b>			
4.1 Approve agreement with retail consultant to implement retail initiatives	City Council Action	Administration	Completed
4.2 Meet with local shopping center owners to encourage physical and economic improvement of their centers	Various actions, including Business Improvement Districts, additional pad placements, EB-5, etc.	Administration	Green Hills Plaza Southeast Center December 2012; Ongoing
4.3 Develop a conceptual plan for the addition of a restaurant at the La Mirada Theatre for the Performing Arts, and discuss with potential operators	Rendering	Administration/Theatre	Concept completed; discussions with potential operators ongoing
4.4 Work with key property owners and consultant to identify and target potential retailers and pursue actions to attract them to La Mirada	New Businesses	Administration	December 2012; Ongoing
<b>5. Coordinate Business Assistance Programs with Partners</b>			
5.1 Identify economic development tools available post-redevelopment for making improvements to commercial/industrial areas	Various resources for Economic Development activities	Administration	Ongoing
5.2 Work with SBA, SASSFA, LAEDC, CMTA, and others to provide information about business assistance programs to local businesses	Information materials	Administration	Ongoing
5.3 Provide assistance to schools, businesses, and non-profit organizations that offer employment/training opportunities for La Mirada residents	Business training program	Administration	Ongoing