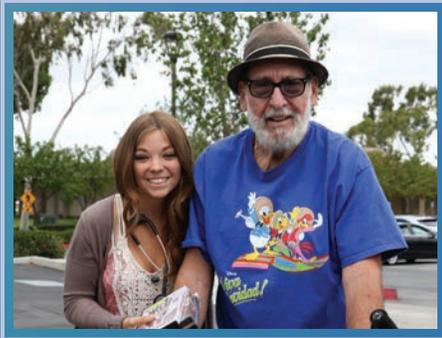




# CITY OF LA MIRADA

DEDICATED TO SERVICE



# STRATEGIC PLAN

# 2020



**CITY OF LA MIRADA**  
DEDICATED TO SERVICE

---

June 2016

Dear La Mirada Community:

The La Mirada City Council is pleased to present the Strategic Plan 2020. This Strategic Plan is the culmination of extensive efforts by the City Council, City employees, and community members who take great pride in La Mirada.

The Strategic Plan aims to build upon the City's past achievements, set new priorities and goals, and guide the City's focus and resources for the next five years. Within the Plan, five core strategies have been identified to further La Mirada's reputation as a safe and attractive community with a high quality of life.

The five core strategies are as follows:

- ***Ensuring a well-managed city government***
- ***Providing a safe community***
- ***Promoting a high quality of life***
- ***Providing quality planning and infrastructure***
- ***Supporting a strong local economy***

As your City Council, we are committed to these five strategies and endeavor to provide an environment in which the City's vision, mission, and values can flourish. We thank all who participated in the development of the Plan, and encourage the review of this document to explore the exciting projects, programs, and services planned for our community. We look forward to working together as we achieve an even better La Mirada!

Sincerely,

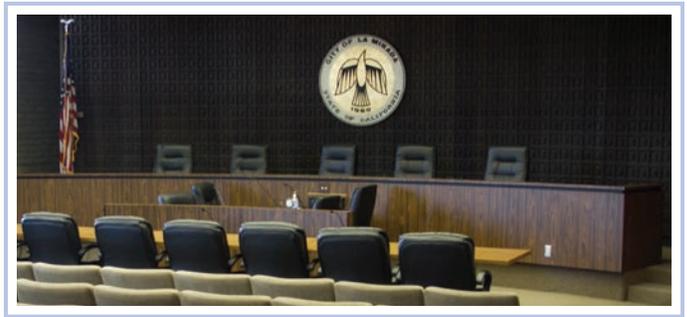
**CITY OF LA MIRADA**  
La Mirada City Council

---

# EXECUTIVE SUMMARY



The City of La Mirada initiated the development of the Strategic Plan 2020 in May 2015. The effort was intended to build upon recent achievements, identify key priorities, and guide La Mirada's future for the next five years.



After a thorough analysis of the interests and needs of the La Mirada community, the City Council and City management team identified five (5) core strategies, or top priorities, in which City efforts should be focused. A series of specific goals and objectives were then developed for each strategy along with measurable key performance indicators.

The Strategic Plan 2020 was created by using the Strategic Plan 2015 as a starting point. Since the adoption of the Strategic Plan 2015 in 2013, the City has achieved many significant accomplishments including many outlined in the Plan. The Strategic Plan 2020 aims to pursue the priorities defined in the 2015 Plan while also setting new goals by effectively integrating community input and interests.

The Strategic Plan assumes that changes will be ongoing in the La Mirada community and within the environment that local government operates. As a result of these changes, the City may need to redirect available resources in the future. Priority items identified in the Strategic Plan will supersede other services and programs that may have previously benefitted from funding or other resources.

Extensive outreach was undertaken to incorporate residents' views into the Strategic Plan 2020 process. Outreach and feedback opportunities included a Community Satisfaction Survey, a Community Forum and Workshop, and community input forms available at City facilities and on the City's website. The City also met with City Commissions and Advisory Bodies to discuss community goals and interests.

For over 55 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.

To further increase the understanding of community needs, an Environmental Scan of the City was developed. The purpose of the scan was to help identify significant demographic, economic, social, technological and environmental changes and trends in the community. The scan was compiled using information and data from existing studies and reports.



# A STRONG FOUNDATION



Numerous factors indicate that La Mirada residents are very satisfied with the community in which they live. This can be observed by the many families who have lived in La Mirada since before the City's incorporation in 1960 and residents who have grown up in the community and now raise their own families here. Independent surveys of residents' opinions have also consistently shown that the great majority of residents are either very satisfied or satisfied with the services provided by the City.

While there is rich diversity in the City's population, there appears to be a remarkable degree of consistency in terms of the expectations of the City from various segments of 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 continues to play a primary role in keeping La Mirada as a desirable community. The City has worked hard to remain among the safest places in the region. In fact, in 2014 the City achieved the lowest Part 1 crime rate, which includes most major crimes, in nearly 30 years, and in 2015 violent crime was down by about 15 percent from the prior year. La Mirada's low crime rate is due to the cooperation of the City, Los Angeles County Sheriff's Department, residents and volunteers.

Another major area being addressed by the City is the ongoing effort 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

has completed comprehensive capital improvements in the Foster Park neighborhood. The streets in the City's industrial area were also improved. Additionally, voter-approved Measure I has provided funding to address neighborhood street improvements throughout La Mirada. The City has completed Phases 1 and 2, and plans to complete Phase 3 in fall of 2016. 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 including the recently completed Valley View Grade Separation project.



The City's Community Services Department continues to offer a variety of recreation, aquatics, leisure and social programs and community events to the public. The City was recently named a Playful City USA by Kaboom and had the unique opportunity to partner with Biola University to serve as a Special Olympics Host Town in summer 2015. Splash! La Mirada Regional Aquatics Center continues to remain popular, as Splash! experienced record setting attendance and revenues in 2014 and 2015.

In a similar fashion, box office records were also set at the La Mirada Theatre for the Performing Arts. In 2013-14 Les Miserables became the highest grossing show in the Theatre's 39 year history with 28,975 patrons attending. The Theatre also sold the most single tickets during the 2014-15 season with more than 47,000 patrons enjoying the season's exciting five shows. In the 2015-16 season, the Theatre served the highest number of subscribers with over 7,000 patrons visiting the Theatre. The Theatre has also received over



50 Ovation award nominations in the last three years from the L.A. Stage Alliance including winning Best Season for its 2012-13 season. The City looks forward to building upon these successes by continuing to offer a variety of recreational and cultural opportunities for the community.



La Mirada has also consistently ranked among the region's Most Business Friendly Cities, according to the Los Angeles County Economic Development Corporation (LAEDC). The City was recognized for its business friendly efforts with the 2013 "Most Business Friendly City" award by the LAEDC. Following the dissolution of redevelopment agencies by the State, City officials are identifying new approaches to retain existing businesses and encourage commercial development in La Mirada.

The City has made significant advancements towards shaping the future of commercial development in La Mirada. In cooperation with the Southern California Association of Governments (SCAG), the City has completed development of the award-winning Imperial Highway Corridor Specific Plan. This comprehensive document sets forth detailed standards for future commercial development along this heavily traveled corridor. The Crossroads Shopping Center was the first development along the corridor to follow the Specific Plan guidelines and resulted in the openings of new retail stores and eateries, improving the local economy and creating jobs. 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.

La Mirada values civic engagement, transparency and sound government. The City offers a number of opportunities for residents to participate in local government by serving on a city commission, advisory board, Community Foundation, or volunteering at a City facility. The City's civic engagement and transparency efforts earned the City the "2013 Sunny Award Seal - Top Transparency Website" from the nonprofit Sunshine Review organization. The City continues to promote transparency and encourages public participation in the decision-making process. In May 2016 the City began video recording regular City Council meetings and posting the videos on the City's website.

The City's general administrative operations have benefited from ongoing monitoring of City revenues and expenditures. The City's budget is routinely balanced and the City maintains healthy financial reserves. In March of 2016, the United States Common Sense organization ranked the City in the top 96th percentile for its prudent financial management practices and overall fiscal health. The City continues to operate with a lean workforce while providing quality services and programs to the community.

The City of La Mirada has made significant progress in recent years. This Strategic Plan will build on this record of success, and assist the City Council, City management, and the community to address key issues, implement strategies for achieving goals, and set the course for future success.



# PLAN PROCESS

## 2015 Strategic Plan

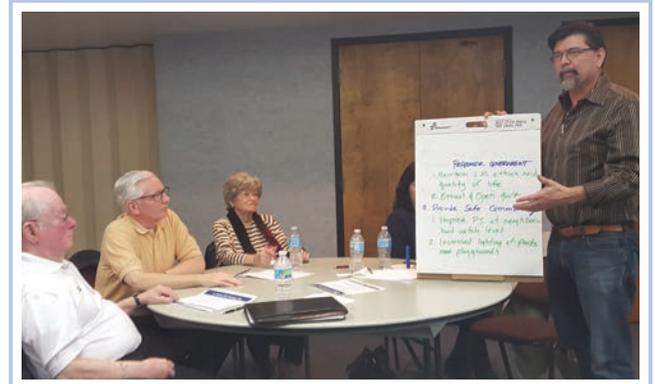
The City Council and management team began the Strategic Plan 2020 process by reviewing the Strategic Plan 2015. The 2015 Plan served as a solid foundation and organizational blueprint for La Mirada. The City achieved much success by accomplishing nearly all of the 109 action items identified in the Plan. While this success sets a positive stage for future plans, strategic plans are dynamic in nature and require constant review. As such, reviewing the 2015 Plan's mission and vision statements, core values, key priorities, and goals and objectives, was essential to ensure its relevancy to current community interests, and environmental challenges and opportunities.

## Community Input

The City took extensive steps to involve residents in the plan development process. A Community Satisfaction Survey was conducted in September 2015 to monitor residents' opinions regarding municipal services and to enhance the delivery of these services. Additionally, the survey intended to gauge community preferences for City priorities. The statistical survey included both on-line and phone data collection, and received 614 responses with a 3.92 percent margin of error. The results from the Survey were overwhelmingly positive as seen by the City receiving an "A" rating for resident satisfaction with the overall quality of life in La Mirada.

To further solicit community feedback, the City initiated a "Share Your La Mirada Vision" campaign. The City hosted a Community Forum in November 2015 and a Community Workshop in January 2016. The forum and workshop provided individuals the opportunity to share ideas and interests, ask questions, and participate in an interactive group exercise. Additionally, a community input form was made available at City facilities and on the City's website for residents to complete. Over 40 residents participated in these feedback opportunities.

City staff also met separately with all City Commissions, Advisory Bodies, and the Community Foundation to gather feedback and expertise from the members of these groups.



# Environmental Scan



In conjunction with community outreach, the City conducted an Environmental Scan of La Mirada. The scan identified important demographic, economic, social, technological and environmental changes and trends over the past five years. The information was compiled using existing studies and reports including annual department reports and master plans, budget documents, and federal and state information. Key observations were made in demographic, economic and technological changes that are expected to impact local government decisions over the next five years.

## Demographics

La Mirada is serving an increasingly diverse and growing senior population, including Spanish-speaking and Korean-speaking populations which create greater diversity in the community. The City will continue to regularly review programs and services to ensure they are meeting changing community needs. Additionally, the City will continue to explore outreach and communication efforts to individuals of whom English is not the primary language.

## Economic and Fiscal Trends

The economy continues to slowly strengthen from the Great Recession and unprecedented State takes of local funds. La Mirada's unemployment rate has decreased to 4.2 percent as of January 2016. The average median home price in La Mirada has increased to \$448,622 and the average household income has increased to \$91,436 as of December 2015. Additionally, City tax revenues have grown and building activity has increased with nearly 3,000 permits issued in 2015.

While encouraged by the improving economy, the City remains committed to its fiscal philosophy of "saving first, spending second."

## Technological Trends

The advancement of smartphones in the last few years has contributed to the expanding use of mobile devices, as well as the demand for instant and constant information and services available through them. Other technologies have also emerged to streamline processes and communication efforts, and promote government transparency including recordings, cloud technology, online service request systems, and social media platforms. The City continues to explore ways to use these and other technologies to operate effectively and meet regulatory demands.

## Looking Ahead

Through the annual review of the Strategic Plan 2020, the City will continue to scan the environment to identify these and other important trends including:

- Federal and State Regulatory Changes;
- Public Safety Issues;
- Potential Competitive Threats; and
- Industry Changes.

After conducting an analysis of the resident feedback and environmental scan, City management gained greater insight into the interests and needs of the La Mirada community, and proposed a specific set of goals, objectives, initiatives, and key performance indicators to be implemented within the Plan.

# MISSION STATEMENT

The City of La Mirada is dedicated to preserving La Mirada as a superior place in which to live, work and thrive.

# VISION STATEMENT

La Mirada is a safe, well-maintained, responsive, innovative and financially sound community that celebrates families, businesses and an exceptional quality of life.

## GUIDING VALUES

### Integrity

We believe honest and ethical decision-making is in the best interest of La Mirada. La Mirada leaders 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 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.

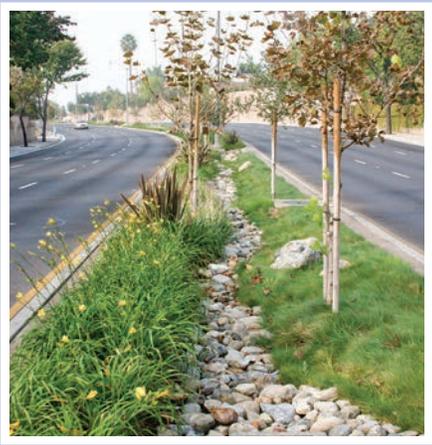
### Diversity

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 five core strategies that are critical to achieving success. There is no defined order of importance for these core strategies; all are important to the community, build upon each other, and are connected.

**Strategy 1:** *Ensure a Well-Managed City Government*

**Strategy 2:** *Provide a Safe Community*

**Strategy 3:** *Promote a High Quality of Life*

**Strategy 4:** *Provide Quality Planning and Infrastructure*

**Strategy 5:** *Support a Strong Local Economy*

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

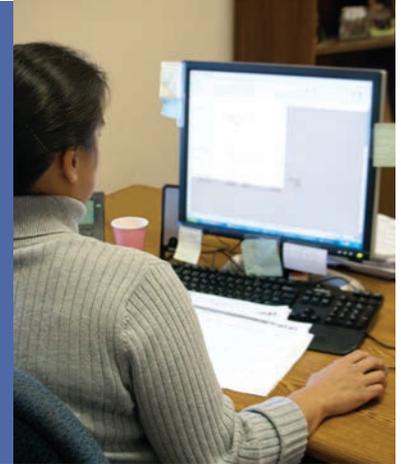




# STRATEGY 1: ENSURE A WELL-MANAGED CITY GOVERNMENT

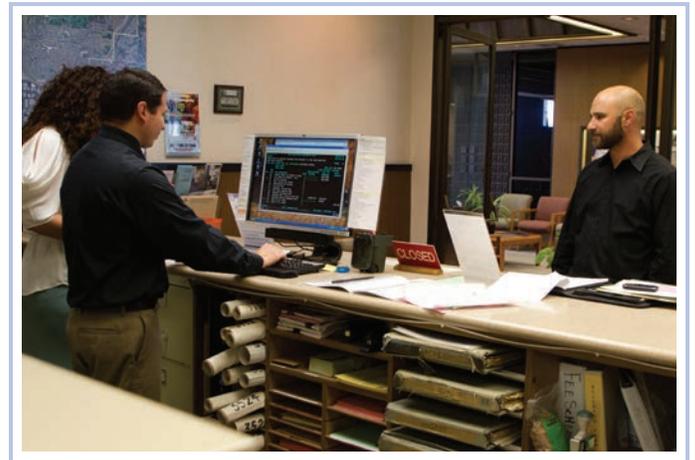
The City of La Mirada has developed three goals with specific actions to maintain the City's long term financial stability.

- Goal 1:** Strengthen the City's Financial Health
- Goal 2:** Promote Transparency and Achieve Efficiency through Innovation and Technology
- Goal 3:** Enhance Community Engagement and Satisfaction with City Services



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 intend to enhance La Mirada's revenue base through locally supported measures, revised user fees, potential modifications to the City's business license structure, and increasing sponsorship and grant submissions for City programs.

La Mirada residents voted to approve Measure I in November 2012. 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 revenues from the County.



While City revenues have gradually recovered from the lingering effects of the Great Recession and a number of takes by the State of California including the elimination of redevelopment, La Mirada remains committed to its prudent financial management practices and conservative approach to revenue forecasting.

La Mirada residents, businesses, and visitors look to the City to set the standard of excellence for local governance. City officials and staff 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 its residents 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. The City of La Mirada will continue to offer and promote opportunities to participate on the City's commissions and advisory councils where their collective expertise and knowledge can benefit the greater community.



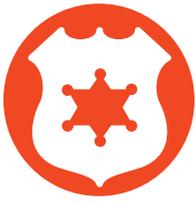
The City's motto, "Dedicated to Service," permeates all levels of the City organization. City staff takes great pride in responding to residents' concerns in a timely manner. Requests for information or service are responded to promptly and professionally.

The City also aims to be transparent in its decision-making. 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 will continue to be communicated to the public. City staff aims to take appropriate actions to disclose information through a variety of media including the City's newsletter, website, electronic news, marquees, publications, social media, press releases and annual reports including those of the Measure I Citizens' Oversight Board. Further, City news and information is being placed online by City Departments so that it is readily available to the public. Additionally, video recordings and complete agendas of City Council meetings 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.



The City pursues new approaches for delivering municipal services that increase efficiency and better assist residents, patrons and businesses. In recent years, the City has implemented the NEOGOV online job application system for City recruitments and Rec1 for recreation class registration and management; upgraded online features of the business license system; and revamped the City's website to be more user-friendly. The City is also currently reviewing various methods to streamline resident service requests through the City's website. The City will continue to explore alternatives to simplify processes and achieve efficiencies of City programs.





## STRATEGY 2: PROVIDE A SAFE COMMUNITY

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

- Goal 1:** Maintain a Low Crime Rate
- Goal 2:** Prevent Youth Involvement in Gang and Drug Activities
- Goal 3:** Enhance Safety of City Infrastructure
- Goal 4:** Maintain a Code Enforcement Program to Protect and Beautify La Mirada Properties



Ensuring that La Mirada remains a safe community in which to live and do business is the City's top priority. 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 effective law enforcement services. Law enforcement personnel serving the La Mirada area 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. A School Resource Deputy regularly visits 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 and the Probation Department who assist with at-risk youth. Civilian Public Safety Officers are employed by



the City to perform key duties in support of law enforcement, including writing routine reports, conducting safety classes at elementary and middle schools, and participating in after-school programs. The Public Safety Team also works closely with residents and businesses through programs such as Neighborhood Watch and Business Watch to report crime and suspicious behavior. The Sheriff's Volunteers on Patrol (V.O.P.) program also provides civilian support to sworn Deputies.



The City has worked to remain one of the safest communities in the region. The number of major crimes in the community has dropped significantly in the past decade. Overall, crime has fallen by 38 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, HAM Watch, and Captain K-9 Dog Walker 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.

The City also understands that properly maintaining local infrastructure is essential to fostering a safe community for La Mirada residents. The City has enhanced its physical environment through street light upgrades, modified street medians and traffic lanes, sidewalk repairs and improved bicycle lanes. The City will continue to ensure the safety of all La Mirada residents by addressing safety issues within the public right-of-way. The City will also continue to work with the Community Services and the Public Safety Commissions to identify potential areas of concern. Additionally, the City's Code Enforcement Division will continue to proactively address property maintenance including landscaping, peeling paint, and storage of debris that poses safety issues, and ensure community standards for property maintenance are met.



*La Mirada*  
CITY OF LA MIRADA • LOS ANGELES COUNTY SHERIFF • LOS ANGELES COUNTY FIRE DEPARTMENT  
**PUBLIC SAFETY**



## STRATEGY 3: PROMOTE A HIGH QUALITY OF LIFE

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

- Goal 1:** Maintain the City's Attractive Environment
- Goal 2:** Provide Quality Recreational, Aquatics, and Transit Opportunities
- Goal 3:** Strengthen Community Cultural Arts Opportunities
- Goal 4:** Collaborate with City Partners to Serve the Community
- Goal 5:** Promote Community Pride



The City of La Mirada is a desirable, family-oriented community. La Mirada offers quality neighborhoods and a number of community amenities that enhance the quality of life.

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 to preserve La Mirada's positive image.

Nearly 80 percent of the homes in La Mirada are detached, single-family residences. These homes surround well-maintained parks, athletic fields, and other public facilities. The City maintains top quality facilities for youth sports and other recreation programs. A comprehensive social service program is offered by the City through various 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.

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

In addition to quality athletic fields, the City continues to offer recreational opportunities at the La Mirada Community Gymnasium and Splash! La Mirada Regional Aquatics Center. The Community Gymnasium





provides an excellent location for basketball, volleyball and other indoor sports. Exercise equipment is also available. Splash! offers a full range of aquatics programs to meet the community's instructional, recreational, and competitive needs. The Buccaneer Bay water park features family fun and includes a number of pirate-themed elements, waterslides, play structures, a lazy river, and picnic areas.



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 will continue to delight Theatre audiences.

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 chronicled and 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 a sense of pride in La Mirada. The annual Easter Egg Hunt, 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 also 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 4: PROVIDE QUALITY PLANNING AND INFRASTRUCTURE

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

- Goal 1:** Modernize and Upgrade City Infrastructure
- Goal 2:** Review City Codes to Ensure the Protection of Properties
- Goal 3:** 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. Infrastructure items, including streets, roads, sewers, storm drains, curbs, gutters, sidewalks, bridges, and traffic signals impact the community's property values, aesthetics, and public health and welfare.



The City of La Mirada has made substantial efforts and investments in recent years to enhance La Mirada's infrastructure including the Valley View Grade Separation, Measure I-funded Neighborhood Street Improvements, and Industrial Area Street Improvements. Additionally, federal Community Development Block Grant (CDBG) funds have been used to assist homeowners to make home improvements throughout La Mirada. The City is also currently working with Los Angeles County to modernize the Los Angeles County – La Mirada Pub-

lic Library. The City will continue its aggressive capital improvement plan to make infrastructure repairs using Measure I funds and Capital Improvement Project reserves. 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 I-5 Freeway Expansion and California High Speed Rail projects.



Privately owned block walls along major arterials are a source of community concern. The City will be constructing new block walls and sidewalks along a portion of Santa Gertrudes Avenue. An Arterial Block Wall Loan Program was also recently introduced to provide funding to qualifying homeowners whose block walls are damaged or in danger of failing. The City will continue efforts to develop alternatives for addressing



Additionally, the City will continue to preserve La Mirada's high standards by establishing and maintaining design review standards for 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.



privately owned arterial block walls. The City will also continue working to address train issues from the BNSF Railway located adjacent to Stage Road.





## STRATEGY 5: SUPPORT A STRONG LOCAL ECONOMY

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

- Goal 1:** Advance Business Attraction and Retention Efforts
- Goal 2:** Strengthen the City's Reputation as Business Friendly
- Goal 3:** Enhance Aesthetics of New Development and Aging Commercial Shopping Centers



The City of La Mirada has worked for many years to create jobs and enhance the local tax base. Efforts have focused on revitalizing, expanding and diversifying the community's industrial and commercial areas. Many industrial facilities have become the home of leading corporations that generate substantial jobs and revenues.



Efforts to build the local economy involve planning for a new generation of commercial facilities. The award-winning Imperial Highway Corridor Specific Plan has guided new development in commercial centers along that major roadway including the recently built-out Crossroads Shopping Center. 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 also retained a consultant to review business attraction and retention efforts and strategies. The City will be developing an Economic Development Action plan to focus marketing and outreach efforts to attract desirable business to La Mirada. The City will also 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 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 with several projects in



process. 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 key projects.

The City of La Mirada was named the 2013 “Most Business Friendly City” by the Los Angeles County Economic Development Corporation (LAEDC). This high level of recognition is a reflection of the City’s ongoing efforts to enhance the local economy. La Mirada aims to continue being among the top cities for businesses in Southern California.

Extensive business outreach efforts will continue being conducted to monitor business needs and provide information on services available to support business activities. The City actively reaches out to businesses through the City website, social media, 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.



# IMPLEMENTATION STRATEGY

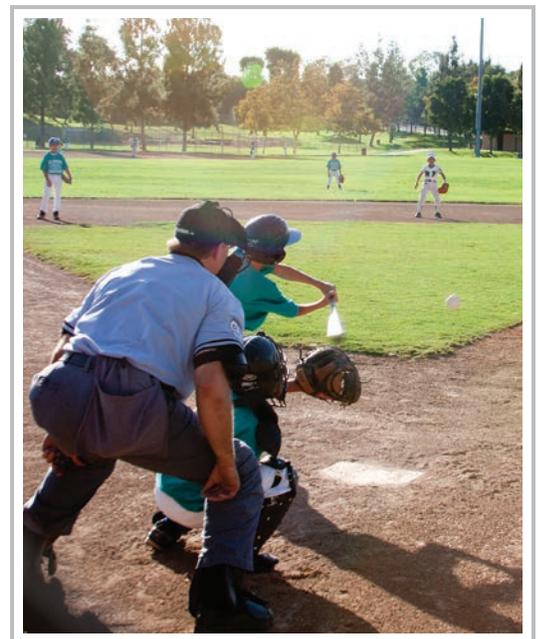


The La Mirada City Council and the City's management team are committed to achieving the goals outlined in this Strategic Plan. Progress towards achieving these commitments will be measured and monitored by key performance indicators within the Plan. Obstacles that may arise during the implementation process will be noted, and revised actions might be developed to meet goals and objectives.

Several steps will be taken to ensure the Strategic Plan becomes a vital part of the City organization and assists the City in achieving its goals.



- The Strategic Plan will be placed in full on the City's website.
- The Strategic Plan will be made available to all City employees, and opportunities will be available for employees to review its purpose and contents, and ask questions.
- City Departments will develop implementation plans to meet goals in their respective areas.
- Funding needed to achieve strategic goals will be reviewed as part of the City's annual budget adoption process.
- The City Council will receive annual status reports concerning progress towards the achievement of Strategic Plan goals.
- City residents and businesses will be updated annually on the City's achievement of Strategic Plan goals through the City's website and newsletter.
- 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 Plan 2020

<b>Strategy 1: Ensure a Well-Managed City Government</b>		
<b>Objective</b>	<b>Key Performance Indicators</b>	<b>Target Completion</b>
<b>1. Goal: Strengthen the City's Financial Health</b>		
1.1 Maintain strong budgetary performance and flexibility supported by strong management practices.	<ul style="list-style-type: none"> <li>●Continue good financial practices and policies as identified by the Federal Management Association;</li> <li>●Ensure reserves remain above 30% of expenditures; and</li> <li>●Continue to submit federal single audits to maintain strong institutional framework score.</li> </ul>	Annually
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"> <li>●Adopt a General Fund Reserve Policy establishing the reserve level as determined by the City Council.</li> </ul>	July 2017
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"> <li>●Adopt updated financial policies;</li> <li>●Accessible and communicated to departments; and</li> <li>●Proper compliance by departments.</li> </ul>	Annual review with City audit
1.4 Update Building Fees to keep pace with annual County Fee adjustments.	<ul style="list-style-type: none"> <li>●Update Building Fees in the county's Development and Permit Tracking System (DAPTS).</li> </ul>	Annually
1.5 Evaluate cost of City services to ensure optimal cost recovery.	<ul style="list-style-type: none"> <li>●Adjust City user fees; and</li> <li>●Recreation and theatre fees to market.</li> </ul>	August 2016; Possible annual adjustments based on CPI
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"> <li>●HdL completes verification of business gross receipts.</li> </ul>	July 2017
1.7 Review and update the City's business license fee schedule to appropriate levels.	<ul style="list-style-type: none"> <li>●Consideration of a Resolution to place measure on ballot; and</li> <li>●Implement new business license fee schedule.</li> </ul>	November 2020
1.8 Increase number of sponsorship(s) and grant submissions for community programs and events.	<ul style="list-style-type: none"> <li>●Submit two additional grants per year; and</li> <li>●Increased sponsorships and monetary donations.</li> </ul>	Annually
<b>2. Goal: Promote Transparency and Achieve Efficiency through Innovation and Technology</b>		
2.1 Streamline Public Records Requests.	<ul style="list-style-type: none"> <li>●Implement an on-line public records request system through the City's website.</li> </ul>	December 2016
2.2 Provide an electronic resource for residents to request service and report concerns.	<ul style="list-style-type: none"> <li>●Implement a service request system through the City's website and mobile applications.</li> </ul>	December 2016
2.3 Record Council meetings and post on the City's website.	<ul style="list-style-type: none"> <li>●City Council meetings recorded and posted on the City's website.</li> </ul>	May 2016
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"> <li>●Establish a benchmark of posting at least eight news feeds on City Facebook pages on a monthly basis.</li> </ul>	Summer 2016
2.5 Regularly update the City's website with pertinent and timely information.	<ul style="list-style-type: none"> <li>●Confirm all information is accurate on each Department's web page.</li> </ul>	Monthly
<b>3. Goal: Enhance Community Engagement and Satisfaction with City Services</b>		
3.1 Increase promotion of City advisory bodies/Commissions vacancies.	<ul style="list-style-type: none"> <li>●Publish articles regarding available positions in the <i>La Mirada Living</i> newsletter, City website and other social media platforms; and</li> <li>●Limited vacancies on advisory bodies.</li> </ul>	As Vacancies Occur
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"> <li>●Increase number of young adults participating in City advisory bodies/Commissions, events, services and programs; and</li> <li>●Explore creating an advisory body for young adults.</li> </ul>	December 2020
3.3 Improve phone response times at Splash! La Mirada Regional Aquatics Center by exploring new technology or better use of current automated systems.	<ul style="list-style-type: none"> <li>●Decrease customer hold times by 20% during peak summer hours of 10 a.m. and 12 p.m.</li> </ul>	August 2016
3.4 Demonstrate City's "Dedicated to Service" philosophy.	<ul style="list-style-type: none"> <li>●Respond to resident inquiries within 48 hours if written, return phone calls within 1 day; and</li> <li>●Ensure Council and staff are visible at City programs and events.</li> </ul>	May 2016
3.5 Explore new ways to engage residents whose primary language is not English.	<ul style="list-style-type: none"> <li>●New methods of distributing and translating City information.</li> </ul>	July 2018

## Strategy 2: Provide a Safe Community

Objective	Key Performance Indicators	Target Completion
<b>1. Goal: Maintain a low crime rate</b>		
1.1 Preserve La Mirada's status as one of the safest cities in the region.	<ul style="list-style-type: none"> <li>● Maintain crime rate at less than 200 crimes per 10,000 residents. National benchmark is 300 crimes per 10,000 residents.</li> </ul>	December 2016; Annually
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"> <li>● 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;</li> <li>● Continue to encourage participation in volunteer programs such as Neighborhood Watch;</li> <li>● Public Safety staff, Neighborhood Watch and CERT personnel canvassing each reporting district neighborhood through a door-to-door public safety education campaign; and</li> <li>● Explore and Implement new outreach programs such as Captain K-9 Dog Walker Watch program.</li> </ul>	December 2016
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"> <li>● Visit five businesses monthly to conduct security inspections, advise businesses of crime trends, and educate businesses on burglary prevention techniques.</li> </ul>	Monthly
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"> <li>● Installation of computerized license plate readers on at least two law enforcement vehicles.</li> </ul>	July 2017
<b>2. Goal: Prevent Youth Involvement in Gang and Drug Activities</b>		
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.	<ul style="list-style-type: none"> <li>● 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;</li> <li>● Revamp Positive Alternatives program and curriculum at local schools.</li> </ul>	September 2016
2.2 Identify at-risk youth and offer intervention, education and prevention to youth and their families experiencing problems.	<ul style="list-style-type: none"> <li>● Safety Education Officer will communicate monthly with representatives of La Mirada High School and the La Mirada middle schools to identify at-risk youth;</li> <li>● Juvenile Probation Officer will be visible on La Mirada High School campus to supervise informal and formal probationers; and</li> <li>● Deputy District Attorney will teach Project LEAD (Legal Enrichment and Decision Making) at Foster Road Elementary School.</li> </ul>	June 2017
<b>3. Goal: Enhance Safety of City Infrastructure</b>		
3.1 Assess street infrastructure improvements to reduce traffic congestion and collisions.	<ul style="list-style-type: none"> <li>● Work with Public Safety Commission to identify high traffic and collision areas; and</li> <li>● Develop a plan to implement infrastructure improvements to address identified areas.</li> </ul>	Summer 2018
3.2 Evaluate lighting and security at City parks.	<ul style="list-style-type: none"> <li>● Develop a plan to install new or upgraded lighting at City parks; and</li> <li>● Explore opportunities for placement of cameras to increase security at various City parks.</li> </ul>	2019
3.3 Ensure safe routes to schools.	<ul style="list-style-type: none"> <li>● Remove tripping and overhead hazards.</li> </ul>	Summer 2017; Annual Review
3.4 Ensure safety of bike trails and lanes.	<ul style="list-style-type: none"> <li>● Ensure motorists are respecting biking laws;</li> <li>● Remove any potential hazards; and</li> <li>● Install new and upgraded bike lanes where appropriate.</li> </ul>	Annual
<b>4. Goal: Maintain a Code Enforcement Program to Protect and Beautify La Mirada Properties</b>		
4.1 Adopt a more consistent and coordinated process to enforce City Codes within commercial and industrial areas.	<ul style="list-style-type: none"> <li>● Employ a standard schedule of code inspections in commercial and industrial areas; and</li> <li>● Issue notices and exercise appropriate follow-up procedures.</li> </ul>	July 2016

### Strategy 3: Promote a High Quality of Life

Objective	Key Performance Indicators	Target Completion
<b>1. Goal: Maintain the City's Attractive Environment</b>		
1.1 Remove graffiti promptly.	<ul style="list-style-type: none"> <li>Remove graffiti within 24 hour notice.</li> </ul>	June 2016; Per Occurrence
1.2 Keep right of ways along major streets free of litter, debris and weeds.	<ul style="list-style-type: none"> <li>Remove litter, debris and weeds within 24 hour of notice or observation.</li> </ul>	June 2016; Per Occurrence
1.3 Replace faded neighborhood street signs.	<ul style="list-style-type: none"> <li>Replace signs when appropriate.</li> </ul>	June 2016; Per Occurrence
1.4 Plant new trees at City facilities and in public right of ways.	<ul style="list-style-type: none"> <li>Identify number of vacant tree wells; and</li> <li>Plant trees where needed.</li> </ul>	July 2016
1.5 Maintain aesthetics and safety of City buildings and parks.	<ul style="list-style-type: none"> <li>Perform daily City buildings and athletic facilities maintenance; and</li> <li>Develop plan for building and park infrastructure repairs.</li> </ul>	December 2016
<b>2. Goal: Provide Quality Recreational, Aquatics, and Transit Opportunities</b>		
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"> <li>New recreation and aquatics survey developed and completed by patrons;</li> <li>Evaluate results for each event, program and service; and</li> <li>Adjust or implement new events, programs, and service based on resident responses/needs.</li> </ul>	May 2017; Annually
2.2 Evaluate effectiveness of recreation and aquatics events, programs, services and in meeting resident interests.	<ul style="list-style-type: none"> <li>Evaluate attendance/use records;</li> <li>Implement new user survey to be completed by patrons;</li> <li>Evaluate results from attendance/use records and user surveys; and</li> <li>Adjust or implement new events, programs and services.</li> </ul>	May 2017; Annually
2.3 Explore possible new attractions at Splash! La Mirada Regional Aquatics Center.	<ul style="list-style-type: none"> <li>Develop plans for implementation of new facility features/attractions.</li> </ul>	October 2017
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"> <li>Conduct a City's transit service study; and</li> <li>Update the transit service program with possible expanded use for senior appointments.</li> </ul>	May 2017
<b>3. Goal: Strengthen Community Cultural Arts Opportunities</b>		
3.1 Develop new programming at the Theatre to specifically target teens and young adults.	<ul style="list-style-type: none"> <li>Establish new Theatre programming geared towards teens and young adults; and</li> <li>Increase ticket purchases by teens and young adults.</li> </ul>	December 2019
3.2 Explore developing a full educational outreach program at the Theatre.	<ul style="list-style-type: none"> <li>Implement new educational programming.</li> </ul>	December 2019
3.3 Explore expansion or enhancement opportunities based on the Theatre Operations and Organization study.	<ul style="list-style-type: none"> <li>Develop expansion plans or physical enhancements for the Theatre.</li> </ul>	July 2020
<b>4. Goal: 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.	<ul style="list-style-type: none"> <li>Annual Funding Agreements.</li> </ul>	Annually
4.2 Continue hosting regular meetings with City and School District representatives to discuss items of mutual interest.	<ul style="list-style-type: none"> <li>Meeting Actions.</li> </ul>	Quarterly
4.3 Work cooperatively with the School District, Athletic Council and Youth Leagues to provide optimal field usage for youth sports leagues.	<ul style="list-style-type: none"> <li>Fields for practices and games.</li> </ul>	Seasonally
4.4 Continue partnering with Biola University on mutually beneficial programs.	<ul style="list-style-type: none"> <li>Continue providing "Ask a Nurse" program and other volunteer programs for Biola students; and</li> <li>Meet with Biola representatives on a quarterly basis to discuss interests and opportunities for partnerships.</li> </ul>	May 2017; Annually
<b>5. Goal: Promote community pride</b>		
5.1 Continue providing targeted events that bring together the broader La Mirada community.	<ul style="list-style-type: none"> <li>Easter Egg Hunt; Independence Day Celebration; Stroll in the Park; Halloweenfest; Chili Holiday; and Summer Concerts.</li> </ul>	Annually
5.2 Recognize veterans and active local military service personnel.	<ul style="list-style-type: none"> <li>Military Banner program; Blue Star program; Veterans' Observance; Memorial Day event.</li> </ul>	Annually
5.3 Preserve and enhance local understanding of La Mirada history.	<ul style="list-style-type: none"> <li>Promote free monthly tours of the Neff Estate;</li> <li>Provide classroom history presentations;</li> <li>Continue to secure funding for restoration projects at the Neff Estate; and</li> <li>Complete Neff Estate restoration projects.</li> </ul>	June 2017; Monthly

## Strategy 4: Provide Quality Planning and Infrastructure

Objective	Key Performance Indicators	Target Completion
<b>1. Goal: Modernize and Upgrade City Infrastructure</b>		
1.1 Creek Park walking, lighting, landscaping, and bridge improvements.	●Adopt a Creek Park Master Plan.	December 2017
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
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
1.4 Through cooperation with County of Los Angeles, assist with the renovation of the Los Angeles County - La Mirada Public Library.	●Renovate La Mirada Public Library.	December 2016
1.5 Explore funding for sound wall along Stage Road.	●Obtain funding for installation of a sound wall.	December 2020
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
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
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
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
<b>2. Goal: Review City Codes to Ensure the Protection of Properties</b>		
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
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
<b>3. Goal: Ensure Existing and Future Development Reflects La Mirada's High Standards</b>		
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

## Strategy 5: Supporting a Strong Local Economy

Objective	Key Performance Indicators	Target Completion
<b>1. Goal: Advance Business Attraction and Retention Efforts</b>		
1.1 Implement elements of the Economic Development Action Plan to enhance City business outreach and marketing efforts.	<ul style="list-style-type: none"> <li>•Complete Econ Solutions Economic Development action items; and</li> <li>•Attract new businesses and restaurants.</li> </ul>	July 2019
1.2 Explore new technologies and outreach to market commercial centers	<ul style="list-style-type: none"> <li>•Use new marketing methods; and</li> <li>•Attract new businesses and restaurants.</li> </ul>	December 2016
<b>2. Goal: Strengthen the City's Reputation as Business Friendly</b>		
2.1 Ensure the process for reviewing and processing plans for tenant improvements and entitlements is expedient.	<ul style="list-style-type: none"> <li>•Complete entitlement approvals within 90 days, Administrative review within 10 days. Environmental reviews and complex projects will require additional time.</li> </ul>	June 2017; Per Review
2.2 Continue to partner with local organizations to grow the local business community.	<ul style="list-style-type: none"> <li>•Continue to partner with the La Mirada Chamber of Commerce on programs benefiting La Mirada businesses; and</li> <li>•Offer programs and classes through the SBA, CMTC, SASSFA and others to assist local businesses.</li> </ul>	November 2016; Annual
<b>3. Goal: Enhance Aesthetics of New Development and Aging Commercial Shopping Centers</b>		
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.	<ul style="list-style-type: none"> <li>•Approval of development projects consistent with design guidelines.</li> </ul>	August 2016; Per Project
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.	<ul style="list-style-type: none"> <li>•Adopt I-5 Freeway Corridor Specific Plan as approved by City Council.</li> </ul>	July 2017
3.3 Explore creative approaches, funding and resources, including City Code revisions and code enforcement, to revitalize outdated commercial shopping centers.	<ul style="list-style-type: none"> <li>•Use of creative approaches, funds and resources to revitalize appearance and economic viability of commercial shopping centers.</li> </ul>	December 2018
3.4 Develop an Economic Development Plan for each commercial shopping center to establish a vision and identify potential ways the City can participate.	<ul style="list-style-type: none"> <li>•Develop an Economic Development Plan for commercial shopping centers.</li> </ul>	July 2017