EXECUTIVE SUMMARY

The City of Laguna Niguel provides local governance and public services to the 66,847 residents of Laguna Niguel.

The City of Laguna Niguel initiated its strategic planning process to set goals and priorities for its future. Through the strategic planning process, the City has been able to create a blueprint for the future, and develop a plan to accomplish its determined direction. This strategic plan defines current and future needs, and sets goals and strategies to meet those needs over the course of the next thirty (30) years.

A collaborative process was used to create this strategic plan. A variety of stakeholders were involved throughout the process, including City residents, business-owners, Council Members, commissioners, committee members, department heads, and staff. The process included preparation of an environmental scan, a strategic plan survey, and workshop to discuss the City’s goals for the future.

Laguna Niguel 2050: The Pursuit of Happiness Strategic Plan contains the following elements:

- Organizational mission, vision, and values.
- Six goals
- Strategies for each goal
- Implementation action plan

City of Laguna Niguel Mission Statement:
The City of Laguna Niguel is committed to providing a vibrant quality of life for all residents, businesses and visitors in a safe, beautiful and involved community.

City of Laguna Niguel Vision Statement:
The City of Laguna Niguel is dedicated to preserving a safe, flourishing and community-oriented environment through thoughtful engagement, financial responsibility, and a commitment to innovation.

City of Laguna Niguel Values:

- Integrity
- Excellence
- Innovation
- Security
- Quality
- Service
The City’s six goals are:

**Goal 1:** Public Safety

**Goal 2:** Fiscal Sustainability

**Goal 3:** Open Space and Environmental Preservation

**Goal 4:** Infrastructure and Technology

**Goal 5:** Economic and Community Development

**Goal 6:** Communication and Community Outreach

The implementation action plan (Attachment A) contains key steps for implementing each of the strategies, identifies the individual responsible for completing the strategy, financial and staff resources needed, a timeline, and success indicators to ensure that each of these goals are achieved.
**CITY OVERVIEW**

The City of Laguna Niguel has a council-manager form of local government. This includes a five-member City Council, City Manager, eight commissions and committees, and six departments that provide crucial public services to the public. The City of Laguna Niguel is a contract city, which it utilizes for its Police Services, Fire Services, and City Attorney.

**CITY COUNCIL**

The City Council consists of five members, elected at-large by Laguna Niguel’s registered voters, who serve four-year staggered terms. Annually, the City Council appoints a Mayor and a Mayor Pro Tem from its own membership to serve a one-year term.

The Mayor is responsible for presiding over City Council meetings, representing the City Council at various events and meetings, and executing all City ordinances, resolutions, and contracts. The Mayor Pro Tem performs these duties in the absence of the Mayor.

As a legislative body, the City Council is responsible for enacting local laws, adopting the annual budget and Capital Improvement Program, and reviewing and adopting policies, agreements, and other City business items. The City Council also appoints the City Manager, City Attorney, and the members of the various citizen advisory boards, commissions, and ad-hoc committees.

**CITY MANAGER**

The City Manager is responsible for the proper administration of all City business and directly reports to the City Council. The City Manager provides executive leadership, direction, review and coordination of all City department functions and operations.

The City Manager is expected to enforce all City laws and ordinances, appoint and remove department heads and City employees, offer professional advice on all aspects of the City’s operations, review all City Council agenda material, prepare and submit the annual City budget and Capital Improvement Program, and monitor the City’s financial position and needs.

The City Manager’s Office oversees the City’s communications which includes website and social media administration, community engagement, and response to public and media inquiries.
CITY ATTORNEY
The City of Laguna Niguel contracts its legal services. The City Attorney’s Office provides legal support and advice to the City Council, Board and Commissions, and City staff. City Attorney functions generally fall into three categories:

- **General Counsel**
  The City Attorney is the chief legal officer of the City and is responsible to the City Council for the proper administration and coordination of all City legal affairs. The City Attorney prepares and/or reviews all City ordinances, resolutions, contracts and other legal documents, attends City meetings, conducts legal research and renders opinions on a variety of City issues, and provides legal advice to City officials and employees.

- **Prosecution**
  The City contracts with the Orange County District Attorney’s Office for the prosecution of most local municipal code violations. The City Attorney coordinates with the District Attorney’s Office and represents the city in prosecution when appropriate.

- **Litigation**
  The City Attorney generally represents the City in litigation. In some cases, the City Attorney may recommend the engagement of other law firms to assist the City on certain cases. The City Attorney also monitors the performance of other agencies and special counsel in the handling of liability, claims, and lawsuits against the City.

COMMISSIONS AND COMMITTEES
The City of Laguna Niguel has eight commissions and committees, each of which serves a vital role to the City’s governance and providing services to residents. These commissions and committees are:

- **Investment, Banking and Audit Committee**
  This Committee is responsible for reviewing and making recommendations to the City Council on the City’s Investment Policy and Comprehensive Annual Financial Report. In addition, they periodically review the City’s investment portfolio and investment practices to ensure conformance with the City’s Investment Policy.

- **Military Support Committee**
  This Committee was established to sustain and enhance the adoptive relationship between the City, the USS Stockdale, the First Battalion Fourth Marine Regiment, and the 1st Assault Helicopter Battalion 140th Aviation Regiment.
• **Parks and Recreation Commission**  
  This Commission is responsible for reviewing and recommending plans for the development of the City’s parks, recreation facilities, programs, and services in the City.

• **Planning Commission**  
  This Commission plays a central role in the planning process through acting as an advisory board to the City Council on all planning and development issues, assuring the General Plan is implemented by reviewing development applications, and functioning as the decision-making body for new development and conditional use permits.

• **Senior Citizens Committee**  
  This Committee is an advisory group to the City Council and Parks and Recreation Commission that reviews matters related to senior citizens. The Committee promotes involvement of senior citizens in community affairs and provides input regarding a variety of programs for the benefit of seniors.

• **Sports Advisory Committee**  
  This Committee is responsible for disseminating information regarding sports activities, resolving conflicts between sports organizations, making recommendations to the Parks and Recreation Commission regarding programs, sports activities, and improving sports facilities.

• **Traffic and Transportation Commission**  
  This Commission acts as an advisory capacity to the City Council on all traffic matters such as reviewing traffic complaints, surveying, making recommendations relative to traffic conditions, improving traffic conditions, and administering and enforcing traffic regulations. Their duties also include the study of public transportation, traffic regulations, and traffic control devices, parking, and vehicle and pedestrian safety within the public right-of-way.

• **Youth Committee**  
  This Committee is responsible for maintaining and updating the Laguna Niguel Teen web page, Youth Community and Volunteer Service Directory, and Youth Employment Directory. They also plan and participate in an annual local youth job fair, review and recommend new teen programs and events, plan teen recreation programs, participate as volunteers at City sponsored events, provide youth input on various City projects, and work cooperatively with the Dana Point Youth Board. The goal of the Youth Committee is to create a positive working relationship with the City Council and other organizations in an attempt to provide Laguna Niguel teens with a strong voice and presence in the community.
ADMINISTRATION DEPARTMENT

The Administration Department provides the administrative support necessary to establish positive relationships with both City employees and the community by promoting professional development and excellent customer service, and maintaining high standards of quality of life for Laguna Niguel residents and businesses. This Department is responsible for employment services, benefits and compensation, labor relations, risk management and training, information technology, community relations, and legislative advocacy.

CITY CLERK

The City Clerk’s Office is responsible for coordinating and preparing City Council agendas and minutes, records management, Municipal Code maintenance, election administration, administering local report requirements under the Political Reform Act, and reporting to the Fair Political Practices Commission and/or Secretary of State.

The City Clerk attends all City Council meetings to record actions taken. Following City Council meetings, the City Clerk’s Office coordinates the execution of ordinances, resolutions, contracts, agreements, bond releases, and other official documents approved by the City Council.

COMMUNITY DEVELOPMENT

The Community Development Department guides and facilitates development in the City. This is accomplished in a spirit of creativity and with a commitment to provide the highest standard of development to preserve the health, safety, general welfare, and quality of life for all people who live, work, and visit Laguna Niguel. The Department provides support to the City Council and Planning Commission. The Department also contains:

- **Building and Safety Division**
  The Building and Safety Division is responsible for the building and safety standards for the design, construction, use, and occupancy of all buildings and structures in the City. This Division provides plan checking, permitting, and inspection services for new construction, additions, renovations, alterations, and remodels to assure all structures meet the minimum life safety standards of State and local building codes.

- **Community Preservation**
  The Community Preservation Division provides an enforcement program to identify violations of the Municipal Code and to assist in preserving the health, safety, general welfare, and quality of life for all who live, work, and visit Laguna Niguel. This Division responds to complaints regarding compliance with zoning and building codes, including regulations pertaining to building and construction, housing, noise, property maintenance, public nuisances, signs, and zoning and land use.
City of Laguna Niguel
Strategic Plan

- **Planning Division**
  The Planning Division is responsible for the implementation of the City’s General Plan and Zoning Ordinance, and management of development in the City. This includes processing of land use and development applications for review by the City Council or Planning Commission.

**FINANCE DEPARTMENT**
The Finance Department is responsible for all aspects of the City’s accounting process, prepares the City’s budget and Capital Improvement Program, administers payroll, manages investments, and oversees purchasing. This Department maintains all accounting records, prepares revenue forecasts, conducts analysis of department budget requests, coordinates bi-weekly payroll processing, assists the City Manager in investing the City’s idle cash, and monitors departmental purchases.

**FIRE AND EMS SERVICES**
The City of Laguna Niguel contracts with the Orange County Fire Authority (OCFA) for fire and emergency medical services. OCFA provides comprehensive emergency services to residents through a regional approach. OCFA is an “all risk” emergency response provider and while medical and fire emergencies are their primary response, they also respond to other incidents including hazardous materials response, flooding, water rescues, earthquakes, bomb threats, terrorism and more.

OCFA remains proactive in preventing emergencies. The Community Risk Reduction section of the OCFA works to assess fire and life safety risks and to create education and prevention programs.

**PARKS AND RECREATION**
The Parks and Recreation Department is responsible for planning and administrating all City recreation programs and activities. This Department participates in the evaluation of facility needs, cooperates in the planning and scheduling of the City’s Capital Improvement Program, administers recreation program registration, produces a quarterly recreation brochure, administers City facilities including Crown Valley Park and Sea Country Senior and Community Center, and supports the City Council, Parks and Recreation Commission, Sports Advisory Committee, Senior Citizens Committee, and Youth Committee.

The Parks and Recreation Department also operates the Laguna Niguel Aquatic Center, offers field and facility rentals, carries out the annual Laguna Niguel Holiday Parade, operates a 20,000 square foot skateboard and soccer park, organizes and hosts a variety of special events for all ages and varying interests, and offers year-round activities, classes and programs for residents of all ages.
POLICE SERVICES

Laguna Niguel enjoys the reputation of being one of the safest cities in Orange County and has a history of having the lowest crime rates in the County. The low rates can be attributed to a combination of factors including the level of contract law enforcement services and an alert and involved public.

The City of Laguna Niguel contracts with the Orange County Sheriff’s Department for its Police Services. Laguna Niguel Police Services protects City residents and visitors, enforces laws, and encourages crime prevention. Law enforcement services include patrol, traffic enforcement, accident analysis and investigation, parking enforcement, and general and special investigations. The Chief of Police Services is responsible for the day-to-day operations in the City.

Laguna Niguel Police Services also provides:

- **Neighborhood and Business Watch**
  Crime prevention programs that enlist the active participation of citizens in cooperation with law enforcement to reduce commercial and neighborhood crime in the community.

- **Citizen’s Academy**
  A 15-week informational series that is designed to give citizens an inside, in-depth look at the daily operations of Laguna Niguel Police Services and the Orange County Sheriff’s Department.

- **Emergency Preparedness**
  Laguna Niguel Police Services provides numerous resources to the City’s residents to be prepared for any type of disaster or emergency.

- **Y.A.N.A. (You Are Not Alone)**
  A program designed to provide a measure of security and well-being by checking on the welfare of Laguna Niguel residents who are primarily alone.

- **P.A.C.T. (Police Auxiliary Citizen’s Team)**
  A group of senior volunteers who assist with various duties within Police Services.

- **Prescription Medication Disposal**

- **Document shredding events to combat identity theft**
PUBLIC WORKS DEPARTMENT
The Public Works Department is responsible for maintaining and improving all publicly-owned streets, storm drains, traffic signals, traffic control devices, parks, median islands, City-owned slopes, and facilities. The Department also manages the solid waste and recycling programs, as well as the Storm Water Program. The Public Works Department also includes:

- **Capital Improvement Program**
  The City’s Capital Improvement Program (CIP) provides for the construction, improvement, and maintenance of various public facilities.

- **Environmental Programs**
  The City offers numerous programs that play a role in protecting the environment. Programs include the City’s urban runoff management program, solid waste and recycling programs, operations and maintenance plan for flood control maintenance in the City’s thirteen wetland sites, and other environmental-related services.

- **Pavement Management Program**
  The City maintains publicly owned streets through various strategies including routine maintenance in which weekly street sweeping, pot hole repairs, and crack sealing are conducted, extraordinary maintenance in which installation of sub-drains, slurry sealing, overlaying, reconstruction, and arterial street re-pavement are conducted, and street moratoriums.

- **Street and Landscape Development Review**
  The Department’s engineering staff coordinates the review of plans for all street improvements and landscape improvements to residential, commercial, and industrial developments. City inspectors are assigned to inspect the work as it progresses through to final acceptance by the City Council.

- **Traffic and Transportation**
  This Division combines traffic engineering and traffic field operations. Traffic engineering designs, analyzes, and plans for traffic capacities and safe traffic movements throughout the City. Traffic operations designs, constructs, and maintains traffic signals, streetlights, roadway striping, traffic control signs, and pavement markers. This division provides support and recommendations to the Traffic and Transportation Commission.
FIGURE 1: ORGANIZATION CHART

Laguna Niguel Residents

City Council

Commissions & Committees
- Investment, Banking & Audit Committee
- Military Support Committee
- Parks & Recreation Commission
- Planning Commission
- Senior Citizens’ Committee
- Sports Advisory Committee
- Traffic & Transportation Commission
- Youth Committee

City Departments
- City Attorney
- City Manager
- Administration
- City Clerk
- Community Development
- Finance
- Parks & Recreation
- Public Safety
- Public Works
ENVIRONMENTAL SCAN

In preparing this Strategic Plan, an environmental scan was conducted to provide a framework for understanding some of the issues the City of Laguna Niguel has faced and would be likely to face. A variety of sources were used including U.S. Census data, the Center for Demographic Research at California State University, Fullerton, and internal documentation.

The environmental scan contains population trends and projections, other demographic information, housing trends, City budget trends, and City staffing levels.

POPULATION TRENDS

Figure 2 below shows the City of Laguna Niguel’s population trends from 1990 to 2019.

FIGURE 2: LAGUNA NIGUEL POPULATION TRENDS: 1990 – 2019

![Population Graph]

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>44,400</td>
</tr>
<tr>
<td>2000</td>
<td>61,891</td>
</tr>
<tr>
<td>2010</td>
<td>62,979</td>
</tr>
<tr>
<td>2019</td>
<td>66,847</td>
</tr>
</tbody>
</table>

Figure 2 shows the City’s population in 1990 was 44,400 and increased dramatically between 1990 and 2000. Since 2000, Laguna Niguel has seen steady population growth.
POPULATION PROJECTIONS
Figure 3 below shows the City of Laguna Niguel's population projections through 2050, in ten-year increments.

FIGURE 3: LAGUNA NIGUEL POPULATION PROJECTIONS: 2020 – 2050

Figure 3 shows that projections indicate Laguna Niguel's population will increase slowly through 2030, then decrease slightly from 2040 to 2050. The projected high point is in 2030, with a projected population of 70,248. It is projected that Orange County’s population will level-off around 2040-2045, then slowly decrease. While other Orange County cities may continue to see population growth, due to Laguna Niguel's current age structure, housing growth, and fertility and mortality rates, it is projected that the City will begin to see a population decline after 2030.
AGE DEMOGRAPHIC TRENDS

Figures 4, 5, and 6 show various resident age demographic trends from 1990-2019.

FIGURE 4: MEDIAN AGE TRENDS: 1990 – 2019

Figure 4 shows the City’s residential median age ranging from 1990 to 2019. In 1990, the median age of Laguna Niguel residents was 33.4 years old. In 2019, the median age of residents is 45.2 years old, an increase of almost 12 years as compared to 1990.

FIGURE 5: KEY AGE TRENDS: 2000 – 2019

Figure 5 shows since 2000, various City resident age groups have increased and decreased. Since 2000, the City has seen a 5% decline in residents 5-14 years old and a 10% decline in residents 35-44 years old. Meanwhile, since 2000 the City has seen a 6% increase in residents ages 55-64 and an 8% increase in residents 65-74.
FIGURE 6: RESIDENTS 44 YEARS AND YOUNGER: 2000 – 2019

Figure 6 shows that since 2000, the City has seen a decrease of 7,515 residents 44 years old and younger, a 16% decrease.

FIGURE 7: RESIDENTS 55 YEARS AND OLDER: 2000 – 2019

Figure 7 shows that since 2000, the City has seen an increase of 12,096 residents 55 years old and older, a 16% increase.
HOUSEHOLD INCOME TRENDS

Figure 8 below shows Laguna Niguel’s resident’s median household income trends from 1990-2019.

FIGURE 8: HOUSEHOLD INCOME: 1990 – 2019

Figure 8 shows that the City of Laguna Niguel’s resident’s median income continues to trend upward. Median household income of City residents currently sits at $105,466, up from $61,501 in 1990, $80,733 in 2000, and $93,427 in 2010.
HOUSING TRENDS

Figure 9 below shows the City of Laguna Niguel’s housing trends from 1990-2019.

FIGURE 9: HOUSING UNITS AND OCCUPANCY: 1990 – 2019

<table>
<thead>
<tr>
<th>YEAR</th>
<th>DWELLING UNITS</th>
<th>OWNER OCCUPIED</th>
<th>RENTER OCCUPIED</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>18,892</td>
<td>12,826</td>
<td>4,346</td>
</tr>
<tr>
<td>2000</td>
<td>23,885</td>
<td>17,403</td>
<td>5,814</td>
</tr>
<tr>
<td>2010</td>
<td>25,312</td>
<td>17,453</td>
<td>6,779</td>
</tr>
<tr>
<td>2019</td>
<td>26,834</td>
<td>18,551</td>
<td>7,141</td>
</tr>
</tbody>
</table>

Figure 9 shows the number of housing units and occupancy in the City from 1990-2019. The number of dwelling units has steadily increased since 1990, from 18,892 units to 26,834 units in 2019. Owner occupancy has also steadily increased, while renter occupancy has seen slower growth since 2010 after seeing a steady increase between 1990 and 2010.
Figure 10 shows Laguna Niguel median home values have continued to increase. In 1990, the median home value for a Laguna Niguel home was $311,800. The median home value for Laguna Niguel homes in 2019 is $876,870.

Figure 11 shows that rental rates in the City of Laguna Niguel continue to increase, from $874 in 1990 to $2,188 in 2019.
OPERATING BUDGET TRENDS
Figure 12 below shows the City of Laguna Niguel’s Operating Budget trends from the 2015/16 Fiscal Year to the current 2019/20 Fiscal Year.

FIGURE 12: OPERATING BUDGET TRENDS: 2015/16 FY - 2019/20 FY

Figure 12 shows the City of Laguna Niguel’s Operating Budget during the 2015/16, 2016/17, 2017/18, 2018/19, and 2019/20 Fiscal Years. Since the 2015/16 Fiscal Year, the Operating Budget has increased each year – ranging from $35 million in 2015/16 to $45.4 million in the current fiscal year.

CIP BUDGET TRENDS
Figure 13 below shows the City of Laguna Niguel’s Capital Improvement Program budget trends from the 2015/16 Fiscal Year to the current 2019/20 Fiscal Year.

FIGURE 13: CIP BUDGET TRENDS: 2015/16 FY - 2019/20 FY

Figure 13 shows the City of Laguna Niguel’s CIP budget has typically fluctuated over the past 5 years – ranging from a low of $11.1 million in the 2015/16 Fiscal Year, to a high of $29.9 million in the 2018/19 Fiscal Year, and back down to $12.5 million in the current Fiscal Year.
STAFFING LEVELS

Figure 14 below shows the City of Laguna Niguel’s staffing levels from the 2015/16 Fiscal Year to the current 2019/20 Fiscal Year.

FIGURE 14: STAFFING LEVELS (AS OF JULY 1 OF EACH FISCAL YEAR)

Figure 14 shows that the City of Laguna Niguel’s staff levels increased steadily from 144 full-time and part-time staff in the 2015/16 Fiscal Year to 174 staff in the 2018/19 Fiscal Year. Since then, staff levels have dropped to 158 in the 2019/20 Fiscal Year. This 16 person decrease in staffing levels has occurred due to a concerted effort by the City to clean up its Human Resources system through the release and removal of Parks and Recreation Department seasonal workers who are no longer actively working.
STAFFING LEVELS BREAKDOWN

Figure 15 below shows the City of Laguna Niguel’s breakdown of full-time and part-time, as well as department staffing levels.

FIGURE 15: STAFFING LEVELS BREAKDOWN (AS OF JULY 1 OF EACH FISCAL YEAR)

<table>
<thead>
<tr>
<th>Department</th>
<th>Full-Time</th>
<th>Part-Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>City Clerk</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Police Services</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Emergency Prep</td>
<td>1</td>
<td></td>
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<tr>
<td>Comm Dev</td>
<td>15</td>
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<tr>
<td>Public Works</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Parks and Rec</td>
<td>97</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Department</th>
<th>Full-Time</th>
<th>Part-Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>City Clerk</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Police Services</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Emergency Prep</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Comm Dev</td>
<td>13</td>
<td></td>
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<tr>
<td>Public Works</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>Parks and Rec</td>
<td>108</td>
<td></td>
</tr>
</tbody>
</table>

Figure 15 shows that both full-time and part-time staff levels, between the 2015/16 Fiscal Year and the 2019/20 Fiscal Year have increased. In addition, staff levels in the Administration, Finance, Public Works, and Parks and Recreation Departments have increased.
STAKEHOLDER ANALYSIS

In preparing the Strategic Plan, a stakeholder analysis was conducted as part of the collaborative effort needed to have a successful strategic plan process. Stakeholders of this process include City residents, business owners, Council Members, commissioners, committee members, department heads, and staff. Their input was collected through a strategic plan survey which was disseminated digitally through the City’s social media platforms and website, through mail to all Laguna Niguel residential and commercial addresses, and in-person at City Hall, Crown Valley Park Parks and Recreation Office, and Sea Country Senior and Community Center. The purpose of the survey was to determine stakeholder input on the City’s accomplishments, strengths, weaknesses and limitations, opportunities, threats, and goals. The survey also allowed for additional comments.

The City mailed 26,313 surveys to all Laguna Niguel residential and commercial addresses and received 1,271 responses (714 returned via mail or in-person, 557 online responses). The survey asked respondents seven questions:

1. What are several key accomplishments of the City of Laguna Niguel over the past year or two?
2. What are the key strengths of the City of Laguna Niguel?
3. What are the key weaknesses or limitations of the City of Laguna Niguel?
4. What opportunities are facing the City of Laguna Niguel?
5. What threats are facing the City of Laguna Niguel?
6. What key goals should the City have for the next 30 years?
7. What other comments would you like to offer?

This section details the results and common themes of the survey responses.
Common themes of these responses were:

**New City Hall**
- Appreciation for building a new state of the art City Hall facility

**Entry Monument Signs**
- Appreciation for new modern signs with City Seal and street names

**Landscape/Maintenance**
- Recent median landscape work
- Addition of drought tolerant plants
- Recent street repair/maintenance work

**Crown Valley Park Improvements**
- New Community Center
- Improved entry to Crown Valley Park
- Renovation of Laguna Niguel Aquatic Center
KEY STRENGTHS (1,123 RESPONSES)

FIGURE 17: SURVEY RESPONSES: QUESTION 2

Common themes of these responses were:

**Fiscal Responsibility**
- Financial stability
- Lack of debt
- Proper budget management

**Open Space**
- Abundance of parks
- Great outdoor activities
- Trails are available for residential use

**Safety**
- Laguna Niguel is a very safe community
- Strong police presence
- Overall approval of Laguna Niguel Police Services

**Well-Maintained Community**
- Consistent landscaping work
- Consistent road repairs
- Beautification

**Quality of Life**
- Overall high standard of living
- Good school system
- City is clean and beautiful
- High property values
Common themes of these responses were:

**Lack of City Center**
- No true common area
- No gathering/meeting place
- Lack of city/town center similar to Irvine Spectrum and Aliso Viejo
- Lack of nightlife and entertainment

**Lack of Restaurants/Businesses**
- Not enough dining options
- Lack of high-end, seafood, and/or family-style restaurants
- Lack of retail options
- Overall lack of businesses
- Having to travel to other cities for dining and shopping

**Traffic and Parking**
- Traffic congestion
- Lack of residential parking
- Lack of parking on main streets

**High Density Housing**
- Too many apartments
- Too many high-rises

**Overdevelopment**
- Too much building
- Too much growth
Common themes of these responses were:

Restaurants/Businesses
- Bring in new dining options
- Attract new businesses (retail and commercial)

Quality of Life
- Maintain high standard of living
- Maintain cleanliness, beauty, and safety

City Center/Development
- Develop and move forward with the City Center project
- Create more dining, entertainment, shopping, nightlife, and general gathering options
- Embrace additional future development
Common themes of these responses were:

**Homelessness**
- Increased homeless population
- Presence of homeless encampments

**Traffic**
- Increased congestion
- Wear and tear on roads

**Crime**
- Increased crime rate
- Drop in safety ratings

**Overcrowding**
- Mismanaged growth
- Parking and congestion issues
Commons themes of these responses were:

**City Center**
- Proceed with City Center project
- Develop City Center/Downtown area
- Provide a common meeting place and better entertainment and nightlife

**Well-Planned Growth**
- Manage population growth
- Thoughtful development

**Safety**
- Keep residents safe
- Maintain low crime rate
- Increase police presence as needed

**Restaurants/Businesses**
- Recruit new restaurants and businesses to provide better dining, shopping and employment opportunities

**Quality of Life**
- Maintain and enhance quality of life
- Maintain and enhance beauty, cleanliness, and opportunities
Common themes of these responses were:

**Love Laguna Niguel**
- Love/Enjoy/Like living in Laguna Niguel
- Great quality of life
- Keep it up!

**Traffic Management**
- Ensure traffic is managed properly in the future

**Listening to Residents**
- Appreciation for accepting public input
- Interest in providing additional input for future projects

**Serve the Best Interests of the Community**
- Elected officials should serve the best interests of the community as a whole at all times
STRATEGIC PLAN

In August 2019, the City began the strategic plan process. This plan is intended to define current and future needs and recommend goals and objectives that, when implemented, will enable the City to meet those needs.

A systematic strategic planning process was used to evaluate the City’s strengths and weaknesses, identify opportunities, and establish priorities that will help foster a productive future. Using an environmental scan and considering data likely to affect the City in the future, the list of priorities were developed which was used to formulate the goals and strategies for the future.

The strategic planning process for the City consisted of five (5) activities:

- **Activity 1:** Project Kick Off
- **Activity 2:** Conduct Stakeholder Analysis and Prepare Environmental Scan
- **Activity 3:** Facilitate Workshop
- **Activity 4:** Complete Implementation Action Plan
- **Activity 5:** Prepare the Final Strategic Plan

As part of the environmental scan and in developing the Strategic Plan, the City considered a broad range of qualitative and quantitative data, including:

- Population trends and projections
- Age trends
- Household income trends
- Housing trends
- Home value and rental rate trends
- Operating budget trends
- Capital Improvement Program budget trends
- Staffing levels

The stakeholder analysis included a strategic plan survey that gauged stakeholder input on the City’s strengths, weaknesses, opportunities and threats (SWOT), as well as potential goals. The results of the stakeholder analysis and environmental scan were presented to the City Council and executive staff at the October 15, 2019 Strategic Plan Workshop.

At the October 15, 2019 Strategic Plan Workshop, participants developed the City’s mission statement, vision statement, and values. In addition, workshop participants articulated a list of priorities which were used to develop the goals and strategies for the future.

After the conclusion of the workshop, the Management Team completed the Implementation Action Plan and this Final Strategic Plan document.
CITY MISSION STATEMENT

A mission statement provides the framework and direction for the organization. It states the purpose and provides the marketing focus. The mission statement gives rationale for programs that are carried out by the organization and guides the prioritization of opportunities. It fundamentally defines what the organization stands for and the reason for its existence. The City’s mission statement is:

*The City of Laguna Niguel is committed to providing a vibrant quality of life for all residents, businesses and visitors in a safe, beautiful and involved community.*

CITY VISION FOR THE FUTURE

A vision statement articulates where the organization hopes to be in the future. A vision statement provides targets of excellence that the organization will strive towards and provides a basis for its goals and objectives. It does not predict the future, but provides an image of success. The words should conjure up a similar picture for each person so that the desired destination is clear. During the strategic plan workshop, the City developed the following vision statement:

*The City of Laguna Niguel is dedicated to preserving a safe, flourishing and community-oriented environment through thoughtful engagement, financial responsibility, and a commitment to innovation.*

CITY GUIDING VALUES

The values of an organization are the underlying set of core beliefs the departments deems to be important. Core values help to define the organization, guide behavior, are the foundation of operational activities, and set the standard by which all members will be measured. As part of the strategic planning process, the following core values were identified:

- Integrity
- Excellence
- Innovation
- Security
- Quality
- Service
GOALS AND STRATEGIES FOR THE FUTURE
For this Strategic Plan, the terms “goals” and “strategies” are used. Both terms are described below.

**Goals** are multi-year in nature and set the framework for policies and decisions. Six (6) goals, which state the desired future, have been identified by the City in the following areas:

1. Public Safety
2. Fiscal Sustainability
3. Open Space and Environmental Preservation
4. Infrastructure and Technology
5. Economic and Community Development
6. Communication and Community Outreach

**Strategies** are the means to achieve the goals. They are the projects and plans to achieve the goals. Strategies are measurable and are the specifics projects for which the organization is accountable. Strategies provide a way for progress to be tracked. A set of strategies has been created for each of the six goals.

Each of the goals for this Strategic Plan, along with a set of strategies to achieve each goal, is provided below.

**GOAL 1: PUBLIC SAFETY**
Strategies for this goal include:

1. Maintain current service levels
2. Neighborhood Watch (apartment/multi-family housing)
3. Share resources with surrounding communities
4. Increase technology surveillance
5. Technology surveillance community workshops

**GOAL 2: FISCAL SUSTAINABILITY**
Strategies for this goal include:

1. Fee Study
2. Establish 115 Trust
3. Explore regional partnerships for cost savings
GOAL 3: OPEN SPACE AND ENVIRONMENTAL PRESERVATION
Strategies for this goal include:

1. Inventory of all components of open space
2. Identify potential threats (environmental and legislative mandates)
3. Cross-agency coordination
4. 30-year preservation plan
5. Public education

GOAL 4: INFRASTRUCTURE AND TECHNOLOGY
Strategies for this goal include:

1. Energy efficiency evaluation
2. Technology study
3. Infrastructure study
4. City park needs evaluation study
5. Pavement management program

GOAL 5: ECONOMIC AND COMMUNITY DEVELOPMENT
Strategies for this goal include:

1. Federal Building Area Land Use Study
2. Parks and Recreation Needs Assessment
3. Gateway Specific Plan Clean-Up
4. Town Center Area Urban Design Studio
5. Trails Master Plan Clean-Up
6. Nuisance Code Update
7. Streamline Development Review Process
8. Procurement of On-Call Consultants
10. Local California Environmental Quality Act Guidelines/Thresholds
11. Local Coastal Plan Updates
12. Housing Element Update
13. General Plan Update
14. Park Master Plan Update
15. Trails Master Plan Update
16. Town Center Area Specific Plan
17. Federal Building Area Specific Plan
18. Business Attraction/Retention/Education
19. Community Engagement
20. Regional Planning
22. Community Development Block Grant Program
23. Weed Abatement Program
24. Water Quality Inspection Program
GOAL 6: COMMUNICATION AND COMMUNITY OUTREACH
Strategies for this goal include:

1. Social Media
2. HOA outreach
3. Multiple communications strategies for extensive community outreach

IMPLEMENTATION ACTION PLAN
An implementation action plan identifies, for each strategy within the plan, the following items:

- Key implementation tasks
- Lead responsibility
- Other agencies or departments that will be involved
- Staff resources available or needed for implementation
- Financial resources available or needed for implementation
- Timeline
- Success indicators

The implementation action plan for this strategic plan is provided as Attachment A. While the major actions needed to fulfill each strategy are provided, additional internal staff work will be needed to identify more specific steps, assignments and timetables for accomplishment. The action plan will serve as a mechanism to monitor progress and identify challenges or necessary changes to the strategic plan.

Successful implementation also requires that each staff member understands his or her role in carrying out the goals and strategies. All other internal work planning processes and budget process at the department level should align with and support the department’s overall goals and mission.

UPDATING THE STRATEGIC PLAN
An annual review of progress in accomplishing the strategies will be an important way for the City to keep its Strategic Plan current. The goals should serve the City well, but during the annual review, there may be a need to revise them. The strategies should be updated annually on the basis of what has been accomplished. New strategies should be created as necessary to continue making progress toward the goals.

COMMUNICATING THE STRATEGIC PLAN
Communicating the Strategic Plan and its progress to stakeholders will enable the City to ensure the goals and strategies are meeting the needs of the people it serves. City staff should be engaged in regular discussions about the Strategic Plan and how they are helping to achieve its goals and strategies. Additionally, discussions with stakeholders will ensure relevancy of the plan, as well as timeliness of implementation.
CONCLUSION
The City of Laguna Niguel is privileged to have a staff that is committed to providing effective and efficient services to the community they serve. The City has taken an important step in developing this Strategic Plan. Through this process, the City has agreed upon a mission, vision, and values. In addition, identified priorities led to the creation of goals that will serve the City well into the future. Specific strategies, each of which is measurable, have been created to move the organization forward. Each goal and the strategies associated with each goal have been incorporated into an implementation action plan. The continued commitment from City staff to implementing the goals and strategies is critical for successful implementation of the strategic plan.
# Goal # 1: Public Safety

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Key Implementation Tasks</th>
<th>Lead Responsibility</th>
<th>Other Agencies Involved</th>
<th>Staff Resources (List staff available and staff needed)</th>
<th>Financial Resources (List funding available and needed)</th>
<th>Timeline</th>
<th>Success Indicators (How impact or result of this strategy will be measured)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Maintain current service levels</td>
<td>- Monitor Calls For Service on annual basis</td>
<td>Chief of Police Services, Administrative Sergeant</td>
<td>None at this time</td>
<td>No additional</td>
<td>If determination of additional resources is made</td>
<td>Ongoing</td>
<td>Maintain staffing levels will help to maintain current crime levels</td>
</tr>
</tbody>
</table>
| 2. Neighborhood Watch (apartment/multi-family housing) | - Continue to increase Neighborhood Watch  
- Coordinate with management companies of apartment buildings | Crime Prevention Specialists (CPS), Administrative Sergeant | None | Crime Prevention Specialists. Current resources are adequate | None at this time | Initiate early 2020 | 100% participation from the apartment & multi-family housing complexes |
| 3. Share resources with surrounding communities | - Study feasibility of sharing resources with neighboring cities (i.e. emergency management, homeless services) | City Manager, Chief of Police Services, Emergency Mgmt. | Neighboring cities | City Manager, Chief of Police Services, E.M. No additional at this time. | None at this time | 2020 Ongoing | MOU’s with surrounding agencies approved |
## City of Laguna Niguel
### Strategic Plan
#### Implementation Action Plan

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</thead>
<tbody>
<tr>
<td>4. Increase technology surveillance</td>
<td>• License plate readers • Surveillance cameras • Strategic placement in crime hot spots</td>
<td>Chief of Police Services, Administrative Sergeant</td>
<td>OCTA, Neighboring cities</td>
<td>No Additional</td>
<td>Initial Costs: Grant funding possibly available</td>
<td>2020-2023</td>
<td>Increase in the number of crimes solved</td>
</tr>
<tr>
<td>5. Technology surveillance community workshops</td>
<td>• Ring and other security surveillance companies</td>
<td>Crime Prevention Specialists</td>
<td>Ring, Arlo, any other surveillance system companies</td>
<td>Crime Prevention Specialists, no additional</td>
<td>None</td>
<td>2020-2023</td>
<td>Increase in usage/sales numbers for City from participating companies</td>
</tr>
</tbody>
</table>
## Goal # 2: Fiscal Sustainability

<table>
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<tr>
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<th>Success Indicators (How impact or result of this strategy will be measured)</th>
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</thead>
<tbody>
<tr>
<td>1. Fee Study</td>
<td>• Retain consultant&lt;br&gt;• Gather Data&lt;br&gt;• Review draft with department heads and city manager&lt;br&gt;• Make changes to the draft report&lt;br&gt;• Present the report to the City Council</td>
<td>Finance Director</td>
<td>N/A</td>
<td>Department Directors &amp; Key Support Staff</td>
<td>$50,000 included in FY 2019-20 Budget. No additional funding needed.</td>
<td>Ongoing (to be completed in early 2020)</td>
<td>New fee study adopted</td>
</tr>
<tr>
<td>2. Establish 115 Trust</td>
<td>• Review proposals&lt;br&gt;• Conduct Interviews if needed&lt;br&gt;• Select vendor&lt;br&gt;• Take agreement to City Council for approval</td>
<td>Finance Director</td>
<td>N/A</td>
<td>Finance Director</td>
<td>$150,000 has been set aside in the FY 19-20 budget to establish the trust.</td>
<td>2020</td>
<td>Successful implementation of a 115 Trust</td>
</tr>
</tbody>
</table>
### City of Laguna Niguel
### Strategic Plan
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</table>
| 3. Explore regional partnerships for cost savings | • Meet with agencies to gauge support for working together  
• Discuss specific opportunity or identify opportunities  
• Negotiate and establish parameters for service partnership, i.e. scope, governance, delivery, and cost sharing  
• Lay groundwork necessary for partnership function, including setting up systems, creating a governance body, obtain voter approval, and undertake an information program | City Council and Executive Team | Cities, Counties, JPAs | City Manager and Executive Staff | Funding or savings would be determined at a later date based upon the service area. | Ongoing | Through substantial cost savings with a service level equivalent to or better than the current service level being provided |
Goal # 3: Open Space and Environmental Preservation

<table>
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<tr>
<th>Strategy</th>
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<tbody>
<tr>
<td>1. Inventory of all components of open space</td>
<td>• Create inventory map and list of all open space in the City</td>
<td>Public Works Director</td>
<td>None</td>
<td>$25,000 Consultant Services</td>
<td>$5,000 for GIS consultant</td>
<td>2020-2022</td>
<td>Complete inventory</td>
</tr>
<tr>
<td>2. Identify potential threats (environmental and legislative mandates)</td>
<td>• Create list of all threats</td>
<td>Parks and Recreation Director</td>
<td>None</td>
<td>TBD</td>
<td>TBD</td>
<td>Ongoing</td>
<td>Complete list of all threats</td>
</tr>
<tr>
<td>3. Cross-agency coordination</td>
<td>• Research and collect information</td>
<td>Parks and Recreation Director</td>
<td>County of Orange State of California Coastal Commission</td>
<td>In-house</td>
<td>TBD</td>
<td>Ongoing</td>
<td>Successful coordination</td>
</tr>
<tr>
<td>4. 30-year preservation plan</td>
<td>• Assign oversight of Open Space to Parks and Recreation Commission • Issue RFP for Update of Open Space Element of General Plan</td>
<td>City Manager</td>
<td>None</td>
<td>• In house • Consultant required to develop plan</td>
<td>TBD based on desired scope of work for plan. Possibly conduct as part of overall GP update.</td>
<td>2020-2024</td>
<td>Completion of a 30-year preservation plan</td>
</tr>
<tr>
<td>Strategy</td>
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<tr>
<td>5. Public education</td>
<td>• Update website, flyers, etc. to include Open Space information similar and in conjunction with Trails information</td>
<td>City Manager and Parks and Recreation Director</td>
<td>None</td>
<td>In-house</td>
<td>TBD</td>
<td>Ongoing</td>
<td>Increased public education</td>
</tr>
<tr>
<td>Strategy</td>
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</tr>
<tr>
<td>1. Energy efficiency evaluation</td>
<td>• Issue RFP and award contract for consultant to evaluate City facilities energy usage  • Identify priority project list for energy efficiency program  • Prepare City Council report summarizing findings</td>
<td>Public Works Director</td>
<td>None</td>
<td>In-house staff</td>
<td>TBD</td>
<td>2020-2020</td>
<td>Reduction in utility costs</td>
</tr>
<tr>
<td>2. Technology study</td>
<td>• Include as part of scope in preparing Technology Element of the General Plan</td>
<td>Community Development Director</td>
<td>None</td>
<td>Consultant required</td>
<td>TBD</td>
<td>2020-2024 Prioritize with other studies</td>
<td>• Completed study  • Technology provision in the Municipal Code General Plan Update</td>
</tr>
<tr>
<td>3. Infrastructure Study</td>
<td>• Evaluate the City’s infrastructure and maintenance needs of the City.</td>
<td>Public Works Director</td>
<td>None</td>
<td>Consultant needed to complete the study</td>
<td>TBD</td>
<td>2020</td>
<td>Complete study</td>
</tr>
<tr>
<td>Strategy</td>
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</tr>
<tr>
<td>4. City park needs evaluation study</td>
<td>• Evaluate the City’s parks to determine the current and future needs</td>
<td>Public Works Director/Parks and Recreation Director</td>
<td>None</td>
<td>Consultant needed to complete the study</td>
<td>TBD</td>
<td>2020</td>
<td>Complete the study</td>
</tr>
<tr>
<td>5. Pavement management program</td>
<td>• Create a seven-year map for completion of pavement maintenance to cover all City streets</td>
<td>Public Works Director</td>
<td>None</td>
<td>Consultant needed to complete the study</td>
<td>TBD</td>
<td>Ongoing</td>
<td>Complete the study and initiate the program</td>
</tr>
</tbody>
</table>
### Goal # 5: Economic and Community Development

<table>
<thead>
<tr>
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</thead>
</table>
| 1. Federal Building Area Land Use Study | • Finalize consultant agreement  
• Conduct technical advisory panel  
• Prepare final study | Community Development Department | GSA  
PBRB  
OC Sheriffs  
OCFA  
MNWD | Available  
City Manager  
City Attorney  
CD Director  
DS Manager  
Senior Planner  
PW Director  
ES Manager  
Needed Mgt. Analyst | Available  
$25,000 | 2019-2020 | Completion of Study |
| 2. Parks & Recreation Needs Assessment | • Consultant RFP/selection  
• Prepare assessment | Community Development Department | OC Parks | Available  
City Manager  
City Attorney  
CD Director  
DS Manager  
Senior Planner  
PW Director  
ES Manager  
P&R Director  
Rec Manager  
Needed Mgt. Analyst | Available  
$25,000 | 2020 | Completion of Assessment |
<table>
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</table>
| 3. Gateway Specific Plan Clean-Up | • Consultant RFP/selection  
• Prepare plan clean-up/EIR addendum  
• Planning Commission/City Council public hearings | Community Development Department | Available  
City Manager  
City Attorney  
CD Director  
DS Manager  
Senior Planner  
PW Director  
ES Manager  
Needed  
Asst. Planner  
Mgt. Analyst | Available  
City Manager  
City Attorney  
CD Director  
DS Manager  
Senior Planner  
PW Director  
ES Manager  
Needed  
Asst. Planner  
Mgt. Analyst | Available  
$165,000 (SB2) | 2020-2021 | Adoption of Plan Clean-Up |
| 4. Town Center Area Urban Design Studio | • Finalize consultant agreement  
• Conduct design studio  
• Prepare final report | Community Development Department | OC Sheriffs  
OCFA  
MNWD | Available  
City Manager  
City Attorney  
CD Director  
DS Manager  
Senior Planner  
PW Director  
ES Manager  
Needed  
Mgt. Analyst | Needed  
$20,000 | 2020-2021 | Completion of Report |
## City of Laguna Niguel
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</table>
| 5. Trails Master Plan Clean-Up | • Preparation of plan clean-up  
• City Council adoption | Community Development Department | OC Parks | Available  
City Manager  
City Attorney  
CD Director  
DS Manager  
Senior Planner  
PW Director  
ES Manager  
P&R Director  
Rec Manager | Needed  
Asst. Planner  
Mgt. Analyst | $25,000 | 2020-2021 | Adoption of Plan Clean-Up |
| 6. Nuisance Code Update | • Draft code language  
• City Council public hearing | Community Development Department | OC Sheriffs  
OCFA | Available  
City Manager  
City Attorney  
CD Director  
Senior Planner | Available  
$5,000 | 2020 | Adoption of Code Update |
| 7. Streamline Development Review Process | • Assessment/improvements to public counter operations  
• Permitting software update | Community Development Department | Available  
CD Director  
DS Manager  
Senior Planner  
Asst./Assoc. Planner | Available  
$13,000 (SB2) | 2020 | Completion of Software Update, Review/Update of Public Handouts |
<table>
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</tr>
</thead>
</table>
| 8. Procurement of On-Call Consultants | • Identify on-call service needs  
• Consultant RFP/selection | Community Development Department | Available  
City Manager  
City Attorney  
CD Director  
DS Manager  
Senior Planner  
Needed Mgt. Analyst | Consultant costs vary by task and will be addressed as part of future budgeting efforts as applicable. | | 2020 | Execution of Consultant Contracts |
| 9. Wireless in Public Right-of-Way | • Update existing wireless lease/rent schedule  
• Draft design guidelines/code amendments (if any)  
• City Council adoption | Community Development Department | Available  
City Manager  
City Attorney  
CD Director  
DS Manager  
Senior Planner  
Needed Mgt. Analyst | $10,000 | 2020-2021 | Adoption of Program/Regulations |
| 10. Local California Environmental Quality Act Guidelines/Thresholds | • Draft guidelines  
• City Council adoption | Community Development Department | Available  
City Manager  
City Attorney  
CD Director  
DS Manager  
Senior Planner  
Needed Mgt. Analyst | $50,000 | 2020-2021 | Adoption of Guidelines |
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</table>
| 11. Local Coastal Plan Updates | • City Council initiation of plan updates  
• Prepare plan updates  
• Planning Commission/City Council public hearings  
• California Coastal Commission review/certification | Community Development Department       | California Coastal Commission      | Available City Manager  
City Attorney  
CD Director  
DS Manager  
Senior Planner  
Needed Asst. Planner  
Mgt. Analyst | Available $55,000 (SB2) | 2020-2021 | Adoption of Plan Updates |
| 12. Housing Element Update | • Consultant RFP/selection  
• Prepare element update  
• Planning Commission/ City Council public hearings | Community Development Department       | California Department of Housing and Community Development | Available City Manager  
City Attorney  
CD Director  
Senior Planner | Available $88,000 (SB2) | 2020-2021 | Adoption of Element Update |
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</table>
| 13. General Plan Update | • City Council initiation of plan update  
• Consultant RFP/selection  
• Prepare plan update/EIR  
• Planning Commission/City Council public hearings | Community Development Department | OC Sheriffs  
OCFA  
MNWD | Available  
City Manager  
City Attorney  
CD Director  
DS Manager  
Senior Planner  
PW Director  
ES Manager  
P&R Director  
Rec Manager  

Needed  
Asst. Planner  
Mgt. Analyst | Needed $1,000,000 | 2021-2024 | Adoption of Plan Update |
| 14. Park Master Plan Update | • City Council initiation of plan update  
• Consultant RFP/selection  
• Prepare plan update  
• Planning Commission/Parks & Recreation Commission/City Council public hearings | Community Development Department | OC Parks | Available  
City Manager  
City Attorney  
CD Director  
DS Manager  
Senior Planner  
PW Director  
ES Manager  
P&R Director  
Rec Manager  

Needed  
Asst. Planner  
Mgt. Analyst | Needed $75,000 | 2024-2025 | Adoption of Plan Update |
### City of Laguna Niguel
### Strategic Plan
### Implementation Action Plan

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| 15. Trails Master Plan Update | • City Council initiation of plan update  
• Consultant RFP/selection  
• Preparation of plan update  
• Planning Commission/Parks & Recreation Commission/City Council public hearings | Community Development Department | OC Parks | Available  
City Manager  
City Attorney  
CD Director  
DS Manager  
Senior Planner  
PW Director  
ES Manager  
P&R Director  
Rec Manager | Needed  
Asst. Planner  
Mgt. Analyst | $75,000 | 2024-2025 | Adoption of Plan Update |
| 16. Town Center Area Specific Plan | • City Council initiation of specific plan  
• Consultant RFP/selection  
• Preparation of specific plan/supplemental EIR (assumes prior GP update)  
• Planning Commission/City Council public hearings | Community Development Department | OC Sheriffs  
OCFA  
MNWD | Available  
City Manager  
City Attorney  
CD Director  
DS Manager  
Senior Planner  
PW Director  
ES Manager  
P&R Director  
Rec Manager | Needed  
Asst. Planner  
Mgt. Analyst | $300,000-$500,000 | 2025-2026 | Adoption of Plan |
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| 17. Federal Building Area Specific Plan | • City Council initiation of specific plan  
• Consultant RFP/selection  
• Preparation of specific plan/supplemental EIR (assumes prior General Plan update)  
• Planning Commission/City Council public hearings | Community Development Department | GSA  
PBRB  
OC Sheriffs  
OCFA  
MNWD | Available City Manager  
CD Director  
Senior Planner  
PW Director  
ES Manager  
Needed  
Asst. Planner  
Mgt. Analyst | Needed $300,000-$500,000  
(Prior approval of a developer driven master plan for the Federal Building site would significantly reduce City costs.) | 2026-2027 | Adoption of Plan |
| 18. Business Attraction/Retention/Education | • Promotional materials  
• Broker services  
• Regional Economic Development Working Group participation  
• SCORE events | Community Development Department | Available City Manager  
CD Director  
Senior Planner | Available $40,000 | Available $40,000  
(Annual) | 2019-2020 | Hosting/Attendance of Events, Posting of Materials |
| 19. Community Engagement | • Social media postings  
• Community Development Department informational booth  
• Commercial stakeholder meetings  
• Coordination with the Laguna Niguel Chamber of Commerce | Community Development Department | Available City Manager  
CD Director  
Senior Planner  
Needed  
Asst. Planner  
Mgt. Analyst | N/A | N/A  
(Annual) | 2019-2020 | Completion of Postings, Regular Contact with Community/Commercial Stake-holders |
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<tr>
<td>20. Regional Planning</td>
<td>• Participation in: -Orange County Council of Governments Technical Advisory Committee -2020 Regional Transportation Plan/Sustainable Communities Strategies -2020 Regional Housing Needs Assessment -Cities Advisory Committee -Planning Directors Association of Orange County -California Association of Code Enforcement Officers</td>
<td>Community Development Department</td>
<td>SCAG OCCOG TAC CDR OCTA County of Orange</td>
<td>Available CD Director Senior Planner Needed Asst. Planner</td>
<td>N/A</td>
<td>2019-2020 (Annual)</td>
<td>Participation in Regional Planning Efforts</td>
</tr>
<tr>
<td>21. Zoning Code Update</td>
<td>• Develop amendment schedule • Conduct special studies • Draft code language • Planning Commission/City Council public hearings</td>
<td>Community Development Department</td>
<td>Varies</td>
<td>Available City Manager City Attorney CD Director DS Manager Senior Planner Assoc. Planner Needed Asst. Planner Mgt. Analyst</td>
<td>Available $12,000 (SB2) Consultant costs vary by task and will be addressed as part of future budgeting efforts as applicable.</td>
<td>2020 (Annual)</td>
<td>Adoption of Bi-Annual Code Updates</td>
</tr>
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| 22. Community Development Block Grant Program | - Prepare 5-year Consolidated Plan/Analysis of Impediments/annual Action Plan  
- Activity monitoring  
- Prepare Consolidated Annual Performance and Evaluation Report | Community Development Department | HUD | Available  
CD Director  
Senior Planner | Available  
$303,000 (CDBG)  
$20,000 (for 5-year plan only) | 2020 (Annual) | Award of Annual Grants/Compliance with HUD Regulations |
| 23. Weed Abatement Program | - Adoption of properties list  
- Property owner notification  
- Property inspection  
- City abatement (as needed)  
- Property assessment (as needed) | Community Development Department | OCFA | Available  
CD Director  
Senior Planner | Available  
$20,000 | 2020 (Annual) | Completion of Annual Inspections/Abatement |
| 24. Water Quality Inspection Program | - Property owner notification  
- Property inspections  
- Code compliance follow-up (as needed)  
- Inspection reporting | Community Development Department | Regional Water Quality Control Board | Available  
CD Director  
Senior Planner  
Code Compliance Inspector  
Water Quality Program Manager | Available  
$25,000 | 2020 (Annual) | Completion of Annual Inspections/Reporting |
## Goal # 6: Communication and Community Outreach

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<tr>
<td>1. Social Media</td>
<td>• Post consistent meaningful content across all social media platforms</td>
<td>City Manager</td>
<td>None</td>
<td>Management Analyst</td>
<td>No additional funds needed</td>
<td>Ongoing</td>
<td>Reach various benchmarks:</td>
</tr>
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<td></td>
<td>• Conduct page growth advertisements that encourage residents follow City social media platforms</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Facebook: 10,000 likes and 600,000 annual reach</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>• Nextdoor: 25,000 members and 360,000 annual impressions</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Twitter: 5,000 followers and 240,000 annual impressions</td>
</tr>
<tr>
<td>2. HOA Outreach</td>
<td>• Meet with each HOA in the City</td>
<td>City Manager</td>
<td>None</td>
<td>Management Analyst, Community Development Department staff</td>
<td>No additional funds needed</td>
<td>Ongoing</td>
<td>• City has met with each HOA</td>
</tr>
<tr>
<td></td>
<td>• Subsequently disseminate consistent information to each HOA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Consistent outreach program established</td>
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| 3. Multiple communications strategies for extensive community outreach | • Maintain social media presence  
• Improve upon website communication  
• Improve upon City app usage  
• Hold in-person meetings with stakeholders  
• Explore usage of mailed newsletter  
• Increase digital/online outreach to community organizations  
• Continue and grow outreach meetings with and property owners  
• Explore additional methods of communication and outreach that have not been used thus far | City Manager | None | Management Analyst, Community Development Department staff | No additional funds needed | Ongoing | • Reach all social media benchmarks  
• Increase use of City’s mass email functions and improve user experience  
• Revamp City app and increase usage  
• Continue stakeholder outreach meetings and meet with HOAs  
• Cost-benefit analysis of mailed newsletter  
• Develop Communications Plan  
• Successfully reach City residents who are difficult to connect with  
• Obtain email marketing software to consistently disseminate important information to all City stakeholders |