



LAGUNA NIGUEL 2050

The Pursuit of Happiness

Strategic Plan



March
2022



Background

The City of Laguna Niguel adopted the City's first-ever strategic plan in November of 2019. This plan is called "Laguna Niguel 2050: The Pursuit of Happiness". This plan has provided a clear set of goals and strategies to guide the City's decisions and resources for the 30-year period.

The strategic plan was developed utilizing a collaborative process with a variety of stakeholders. Those include residents, business-owners, City Council Members, commissioner, committee members, and City executive leadership. The process included the preparation of an environmental scan, a strategic plan survey, and a workshop which led to the development of the City's goals and strategies.

The City's success in 2021 has furthered the achievement of the goals established by the City Council. This 2022 strategic plan update reflects new and modified strategies and timelines to ensure those goals are achieved.

Elements of the Strategic Plan



Mission Statement:

- The mission statement provides the framework and direction for the City. It gives the rationale for programs that are carried out by the City and guides the prioritization of opportunities.

Vision:

- Where the mission states the purpose of the City, the vision describes the future of the City.

Values:

- The values describe how the members of the City Council and City staff conduct themselves.

Goals:

- A goal is a desired result for the City.

Strategies:

- The strategies are the specific projects that the City will complete to achieve each goal.

Implementation Action Plan:

- The implementation action plans are a detailed planning tool for showing each strategy, key tasks, financial resources needed, human resources needed, costs, and timelines to achieve each goal.

MISSION

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.

VISION

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.

VALUES

Integrity
Excellence
Innovation
Security
Quality
Service

Goals

GOAL 1: PUBLIC SAFETY

GOAL 2: FISCAL SUSTAINABILITY

**GOAL 3: OPEN SPACE AND ENVIRONMENTAL
PRESERVATION**

GOAL 4: INFRASTRUCTURE AND TECHNOLOGY

GOAL 5: ECONOMIC & COMMUNITY DEVELOPMENT

**GOAL 6: COMMUNICATION & COMMUNITY
OUTREACH**



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Goal # 1: Public Safety

Strategy	Key Implementation Tasks	Lead Responsibility	Other Agencies Involved	Staff Resources (List staff available and staff needed)	Financial Resources (List funding available and needed)	Timeline Note the year to start and year to complete	Success Indicators (How impact or result of this strategy will be measured)
1. Maintain current service levels	<ul style="list-style-type: none"> • Monitor Calls For Service on annual basis 	Chief of Police Services, Administrative Sergeant	None at this time	No additional	If determination of additional resources is made	Call volume was mostly unchanged in 2021. Staffing levels are appropriate at this time.	Maintain staffing levels will help to maintain current crime levels
2. Neighborhood Watch (apartment/multi-family housing)	<ul style="list-style-type: none"> • Continue to increase Neighborhood Watch • Coordinate with management companies of apartment buildings • Walk the Kids to School Day (Quarterly) 	Crime Prevention Specialists (CPS), Administrative Sergeant	None	Crime Prevention Specialists. Current resources are adequate	None at this time	Established relationships with multiple large apartment complexes within the City. On-going effort to add others. Update Police Services has met with several groups comprised of residents in multi-family housing Complexes.	100% participation from the apartment & multi-family housing complexes

LEGEND	
	Complete
	Ongoing/In Progress
	On Schedule
	COVID Delay

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3. Share resources with surrounding communities	<ul style="list-style-type: none"> 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	Due to Covid-19, financial restrictions have limited opportunities. Opportunities will be explored when available <u>Update</u> Sharing of homelessness services/BHB. Emergency evacuation planning.	<ul style="list-style-type: none"> MOU's with surrounding agencies approved Attain shared county H.E.A.P grant funding for homeless services
4. Increase technology surveillance	<ul style="list-style-type: none"> License plate readers Surveillance cameras Strategic placement in crime hot spots 	Chief of Police Services, Administrative Sergeant	OCTA, Neighboring cities	No Additional	Initial Costs: Grant funding possibly available	2020-2023 <u>Update</u> Final stage with Flock.	Increase in the number of crimes solved

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5. Technology surveillance community workshops	<ul style="list-style-type: none"> • Ring and other security surveillance companies • Obtain discount Codes for resident security Systems • Conduct virtual security workshops for residents 	Crime Prevention Specialists	Ring, Arlo, any other surveillance system companies	Crime Prevention Specialists, no additional	None	2020-2023 Update Sheriff's Department and Ring discussing programs and options.	Increase in usage/sales numbers for City from participating companies
6. Community wide public safety public relations campaign	<ul style="list-style-type: none"> • Utilize social media platforms, message boards, Neighborhood and Business Watch, HOA meetings to send message 	Chief of Police Services, Crime Prevention Specialist	OCSD	City Manager's Office, Public Works, PIO	None	On-going Update Neighborhood Watch meetings are being conducted. Social media usage is increasing.	Decrease in property crime, increase in social media followers and memberships
7. OCFA CPR Training	<ul style="list-style-type: none"> • Public education (Chest compressions only training) 	OCFA	N/A	No Additional	None	FY 2022-2023	Increase in the number of residents who are CPR trained.

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Goal # 2: Fiscal Sustainability

Strategy	Key Implementation Tasks	Lead Responsibility	Other Agencies Involved	Staff Resources (List staff available and staff needed)	Financial Resources (List funding available and needed)	Timeline Note the year to start and year to complete	Success Indicators (How impact or result of this strategy will be measured)
1. Analyze and monitor current fee structure to maintain reasonably low fees for our residents.	<ul style="list-style-type: none"> Analyze existing data Review and consult with department heads and City Manager when modifications to fees are suggested or necessary Present updated fees to City Council for approval 	Finance Director & Executive Team	N/A	Department Directors & Key Support Staff	N/A	Ongoing Update In August 2021, P&R Dept. submitted and adopted new fees for rentals for the SCSCC and CVCC. Further research and analysis in process for aquatics, skatepark, and sports field use permitting in 2022	<ul style="list-style-type: none"> Ability to provide services, permits, licenses, rentals, and recreation activities at reasonably low costs to our residents. Updated Sidewalk Vending Permit Fee in July 2020 Updated CVP & CVCC Fee Schedule in August 2020 Updated SCSCC Fee Schedule in July 2021

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2. Explore regional partnerships for cost savings	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Through substantial cost savings with a service level equivalent to or better than the current service level being provided • Secure shared H.E.A.P funding for homeless outreach services in south county

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3. Explore options for a Laguna Niguel Community Foundation	<ul style="list-style-type: none"> Explore various community options Provide options to the City Council for consideration Based upon City Council direction, implement the preferred plan 	City Manager Deputy City Manager Finance Director	N/A	No Additional.	To be determined.	Present options to the City Council on or before July 1, 2022.	<ul style="list-style-type: none"> Provide options for consideration

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Goal # 3: Open Space and Environmental Preservation

Strategy	Key Implementation Tasks	Lead Responsibility	Other Agencies Involved	Staff Resources (List staff available and staff needed)	Financial Resources (List funding available and needed)	Timeline Note the year to start and year to complete	Success Indicators (How impact or result of this strategy will be measured)
1. Inventory of all components of open space	<ul style="list-style-type: none"> • Create inventory map and list of all open space in the City 	Public Works Director, Parks and Recreation Director, Community Development Director	None	Consultant Required, Parks and Recreation Director, Community Development Staff	2021-2022 Budget	2021-2022 Update RFP will be released in Feb 2022.	Complete inventory
2. Identify potential threats (environmental and legislative mandates)	<ul style="list-style-type: none"> • Create list of all threats • Communicate with Homeowner's Associations • Confirm Ownership of high fire areas in the City 	Parks and Recreation Director, Community Development Director	OCFA	In-house	TBD	Ongoing	Complete list of all threats
3. Cross-agency coordination and communication	<ul style="list-style-type: none"> • Research and collect information • Communicate any emergency plans to the community 	Parks and Recreation Director	County of Orange, State of California Coastal Commission, Coastal Greenbelt Authority, Utility Companies	In-house	TBD	Ongoing Update Will be hosting cross-agency meeting in the Spring of 2022.	Successful coordination

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4. 10-year trails and open space and maintenance plan	<ul style="list-style-type: none"> • Assign oversight of Open Space to Parks and Recreation Commission 	Parks and Recreation Director, Community Development Director, Public Works Director	County of Orange, State Regulatory Agencies, Pertinent Federal Agencies	Parks and Recreation Staff, Community Development Staff, Consultant required to develop plan	TBD based on maintenance plan outcome	2021-2024	Completion of a 10-year maintenance plan

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5. Public education	<ul style="list-style-type: none"> Update website, flyers, etc. to include Open Space information similar and in conjunction with Trails information 	City Manager and Parks and Recreation Director	None	In-house	TBD	<p>Ongoing</p> <p>Update: New trail map has been published on to the website. Large folding map completed and received January 2022. Website will be updated with new information.</p> <p>Design and installation of new trail signs set to begin in the fall of 2021 and completed in February 2022.</p>	<ul style="list-style-type: none"> Increased public education Website Social media Print

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6. Park and Recreation Master Plan Update	<ul style="list-style-type: none"> • Consultant RFP/selection • Update parks inventory • Update programs inventory • Update recommendations • Prepare draft document • Parks & Recreation Commission/City Council review 	Public Works and Parks and Recreation	OC Parks	<u>Available</u> PW Director P&R Director <u>Needed</u> Consultant	<u>Needed</u> \$175,000	2022-2023 Update: Initiated and completed the community outreach and engagement process for the Citywide Parks Needs Assessment, including hosting three community workshops and multiple survey strategies to maximize community input, including places of worship.	Adoption of Plan Update

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Goal # 4: Infrastructure and Technology

Strategy	Key Implementation Tasks	Lead Responsibility	Other Agencies Involved	Staff Resources (List staff available and staff needed)	Financial Resources (List funding available and needed)	Timeline Note the year to start and year to complete	Success Indicators (How impact or result of this strategy will be measured)
1. Energy efficiency evaluation	<ul style="list-style-type: none"> Issue RFP and award contract for consultant to evaluate City facilities energy usage <ul style="list-style-type: none"> Identify priority project list for energy efficiency program Prepare City Council report summarizing findings 	Public Works Director	None	Consultant Required	TBD	2021-2023	Reduction in utility costs
2. Technology study	<ul style="list-style-type: none"> Include as part of scope in preparing Technology Element of the General Plan 	Community Development Director, IT Services	None	Consultant Required	TBD	2020-2024 Prioritize with other studies	<ul style="list-style-type: none"> Completed study Technology provision in the Municipal Code General Plan Update

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3. Infrastructure Study	<ul style="list-style-type: none"> • Evaluate the infrastructure and maintenance needs of the City. 	Public Works Director	None	Consultant Required	TBD	2021 – RFP 2022 – Parks 2023 Facilities 2024 – Streets	Complete study UPDATE: Contract for the Total Cost of Ownership (TCO) project was awarded; project initiated (starting with an assessment of the City's parks).

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4. City park needs evaluation study	<ul style="list-style-type: none"> Evaluate the City's parks to determine the current and future needs Draft and release RFP in February 2021 (completed) 	Public Works Director/Parks and Recreation Director	None	Consultant Required	TBD	<p>2021-2022</p> <p><u>Update:</u> Initiated and completed the community outreach and engagement process for the Citywide Parks Needs Assessment, including hosting three community workshops and multiple survey strategies to maximize community input, including places of worship. Recommendations to be proposed to City Council Spring/Summer 2022.</p>	Complete the study and present findings to the City Council

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5. Smart Cities Solutions	<ul style="list-style-type: none"> EV Charging Stations <p>Update: Construction scheduled to start in Feb/Mar 2022 (funded partially using grant funding).</p> <p>Portable EV charging stations will be delivered by June 2022, procured using grant funding.</p> <ul style="list-style-type: none"> Enhanced technology city-wide <p>Update: Contract will be awarded in Feb 2022 to deploy a new phone system that will enhance communication with the community.</p> <p>Published RFP in Dec 2021 for design of City Hall broadcast and</p>	Public Works Director	None	Public Works Department	CIP Budget	Annually Update EV Charging Station Budgeted for in CIP.	Completion of Smart Cities Capital Improvement Projects

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	<p>audio-visual system to be awarded in March 2022.</p> <ul style="list-style-type: none"> • Broadband discussion/Review Update: applied for grant funding to install fiberoptic communication along City arterial corridors. • Increase wireless capabilities at City Hall, Community Centers, and at Crown Valley Park Update: upgrading the WiFi network at City Hall; working to start a pilot project to improve the WiFi within Crown Valley Park (outside of the community center). 						

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6. Active Transportation Study	<ul style="list-style-type: none"> • Obtain grants • Select consultant • Complete study 	Public Works Director	None	Public Works Department	City match funding	2023-2025	Study is completed

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Goal # 5: Economic and Community Development

Strategy	Key Implementation Tasks	Lead Responsibility	Other Agencies Involved	Staff Resources (List staff available and staff needed)	Financial Resources (List funding available and needed)	Timeline Note the year to start and year to complete	Success Indicators (How impact or result of this strategy will be measured)
1. Redevelopment of Former County Courthouse Site	<ul style="list-style-type: none"> Finalize City Center Project entitlement application submittal (Completed) Circulate Draft Project EIR for public review (In Progress) Planning Commission review City Council approval 	Community Development Department	County of Orange	<u>Available</u> City Manager City Attorney CD Director DS Manager Senior Planner PW Director	<u>Available</u> \$255,000 (Developer Funded)	2019 – 2022	City Council Approval of City Center Project Entitlements
2. Local Coastal Program Updates	<ul style="list-style-type: none"> Prepare LCP updates (In Progress) Work with California Coastal Commission staff to refine updates (In Progress) Planning Commission review City Council adoption 	Community Development Department	California Coastal Commission	<u>Available</u> City Manager City Attorney CD Director DS Manager Senior Planner Contract Staff	<u>Available</u> \$ 35,000 (SB2/LEAP)	2020 – 2022 (Pending CCC review process)	City Council Adoption of Local Coastal Program Updates

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3. Comprehensive General Plan Update	<ul style="list-style-type: none"> Explore grant opportunities (In Progress) Consultant RFP/selection (In Progress) Complete baseline assessment (In Progress) Conduct special studies (In Progress) Community engagement (In Progress) Prepare plan update/EIR Planning Commission review City Council adoption 	Community Development Department	OC Sheriffs OCFA MNWD	<u>Available</u> City Manager City Attorney CD Director DS Manager Senior Planner PW Director P&R Director <u>Needed</u> Contract Staff	<u>Available</u> \$375,000 <u>Needed</u> \$1,125,000 (Allocate funding annually in budget process)	2021 – 2025	City Council Adoption of Plan Update
4. Wireless Telecommunications Regulations Update	<ul style="list-style-type: none"> Consultant selection (Completed) Draft regulations (In Progress) City Council adoption 	Community Development Department	Federal Communications Commission	<u>Available</u> City Manager City Attorney CD Director DS Manager Senior Planner PW Director <u>Needed</u> Contract Staff	<u>Available</u> \$20,000	2022	City Council Adoption of Program/Regulations

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5. Federal Building Area Land Use Study	<ul style="list-style-type: none"> Finalize consultant Agreement (Completed) Conduct Technical Advisory Panel Prepare final study 	Community Development Department	GSA PBRB OC Sheriffs OCFA MNWD	<u>Available</u> City Manager City Attorney CD Director DS Manager Senior Planner PW Director P&R Director <u>Needed</u> Contract Staff	<u>Available</u> \$12,500	2022 (Pending GSA property disposal process)	Completion of Study
6. Design Guidelines Update	<ul style="list-style-type: none"> Consultant RFP/selection Preparation of guidelines update City Council adoption 	Community Development Department	N/A	<u>Available</u> City Manager City Attorney CD Director DS Manager Senior Planner <u>Needed</u> Contract Staff	<u>Available</u> \$20,000	2022 (Pending HCD clarification on objectivity requirements)	City Council Adoption of Guidelines Update

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7. Trails Master Plan Update	<ul style="list-style-type: none"> • Consultant RFP/selection • Update trail inventory • Update trail design standards • Update improvement priorities • Prepare draft document • Planning Commission/Parks & Recreation Commission review • City Council adoption 	Community Development Department	OC Parks	<u>Available</u> City Manager City Attorney CD Director DS Manager Senior Planner PW Director P&R Director <u>Needed</u> Contract Staff	<u>Needed</u> \$125,000	2022	City Council Adoption of Plan Update
8. Federal Building Area Specific Plan	<ul style="list-style-type: none"> • Consultant RFP/selection • Preparation of specific plan/EIR • Planning Commission review • City Council adoption 	Community Development Department	GSA PBRB OC Sheriffs OCFA MNWD	<u>Available</u> City Manager City Attorney CD Director DS Manager Senior Planner PW Director P&R Director <u>Needed</u> Contract Staff	<u>Needed</u> \$500,000 (Developer Funded)	2023 – 2024	City Council Adoption of Plan

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9. Town Center Area Specific Plan	<ul style="list-style-type: none"> • Consultant RFP/selection • Preparation of specific plan/supplemental EIR (assumes prior GP update) • Planning Commission review • City Council adoption 	Community Development Department	OC Sheriffs OCFA MNWD	<u>Available</u> City Manager City Attorney CD Director DS Manager Senior Planner PW Director <u>Needed</u> Contract Staff	<u>Needed</u> \$500,000	2025 – 2026	City Council Adoption of Plan
10. Business Attraction/Retention/Education	<ul style="list-style-type: none"> • Promotional materials • Broker services • Regional Economic Development Working Group participation • SCORE events • Commercial stakeholder meetings • Coordination with the Laguna Niguel Chamber of Commerce • Weekly Economic Development newsletter • Economic Development website 	Community Development Department	N/A	<u>Available</u> City Manager CD Director DS Manager Senior Planner <u>Needed</u> Contract Staff	<u>Available</u> \$75,000	On-going (Annual)	Hosting/Attendance of Events, Dissemination of City Promotional Materials, Provision of Guidance to Existing and Potential Businesses

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11. Community/HOA Stakeholder Engagement	<ul style="list-style-type: none"> Regular HOA outreach and education meetings Social media postings Community Development Department informational booth Quarterly HOA newsletter 	Community Development Department	OC Sheriffs OCFA MNWD	<u>Available</u> City Manager CD Director DS Manager Senior Planner Code Inspector Building Staff Assistant Planner PW Director <u>Needed</u> Contract Staff	N/A	On-going (Annual)	Maintain a Presence and Regular Contact with Community/HOA Stakeholders
12. Regional Planning	<ul style="list-style-type: none"> Participation in: <ul style="list-style-type: none"> -Orange County Council of Governments Technical Advisory Committee -Regional Transportation Plan/Sustainable Communities Strategies -Regional Housing Needs Assessment -Cities Advisory Committee 	Community Development Department	SCAG OCCOG TAC CDR OCTA County of Orange	<u>Available</u> CD Director DS Manager Senior Planner	N/A	On-going (Annual)	Participation in Regional Planning Efforts

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13. Municipal/Zoning Code Update	<ul style="list-style-type: none"> • Develop amendment schedule • Conduct special studies (as needed) • Draft code language • Planning Commission review • City Council adoption 	Community Development Department	Varies	<u>Available</u> City Manager City Attorney CD Director DS Manager Senior Planner <u>Needed</u> Contract Staff	N/A	On-going (Annual)	City Council Adoption of Bi-Annual (2x/year) Code Updates
14. Community Development Block Grant Program	<ul style="list-style-type: none"> • Prepare 5-year Consolidated Plan/Analysis of Impediments/annual Action Plan • Activity monitoring • Prepare Consolidated Annual Performance and Evaluation Report 	Community Development Department	HUD	<u>Available</u> City Manager City Attorney CD Director Senior Planner PW Director	<u>Available</u> \$350,000 (CDBG) Additional COVID-19 \$551,000 (CDBG-CV)	On-going (Annual)	Award of Annual Grants/ Compliance with HUD Regulations

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15. Weed Abatement Program	<ul style="list-style-type: none"> • Adoption of properties list • Property owner notification • Property inspection • City abatement (as needed) • Property assessment (as needed) 	Community Development Department	OCFA	<u>Available</u> CD Director Senior Planner Code Compliance Inspector	<u>Available</u> \$20,000	On-going (Annual)	Completion of Annual Inspections/ Abatement
16. Water Quality Inspection Program	<ul style="list-style-type: none"> • Property owner notification • Property inspections • Code compliance follow-up (as needed) • Inspection reporting 	Community Development Department	Regional Water Quality Control Board	<u>Available</u> CD Director Senior Planner Code Compliance Inspector	<u>Available</u> \$20,000	On-going (Annual)	Completion of Annual Inspections/ Reporting
17. Housing Program	<ul style="list-style-type: none"> • Affordable unit monitoring • Housing Element Annual Progress Report 	Community Development Department	HCD	<u>Available</u> CD Director Senior Planner	N/A	On-going (Annual)	Completion of Annual Monitoring/ Reporting

LEGEND	
	Complete
	Ongoing/In Progress
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	COVID Delay

**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

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18. Concierge Service Program	<ul style="list-style-type: none"> • Building permit process streamlining • Entitlement process streamlining • Expansion/Improvement of support technology 	Community Development Department	N/A	<u>Available</u> CD Director DS Manager Senior Planner Asst. /Assoc. Planner Building Official Building Tech City Clerk IT Support <u>Needed</u> Contract Staff	<u>Available</u> \$350,000 (SB2/LEAP)	On-going (Annual)	Completion of Iterative Improvement Projects Related to Public Interface Activities

LEGEND	
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City of Laguna Niguel Strategic Plan

IAP Goal # 5 Timeline

**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 6: Communication and Community Outreach

Strategy	Key Implementation Tasks	Lead Responsibility	Other Agencies Involved	Staff Resources (List staff available and staff needed)	Financial Resources (List funding available and needed)	Timeline Note the year to start and year to complete	Success Indicators (How impact or result of this strategy will be measured)
1. Social Media	<ul style="list-style-type: none"> • Post consistent meaningful content across all social media platforms • Conduct page growth advertisements that encourage residents follow City social media platforms • Create robust COVID-19 social media communications campaign • Commit to best standards for archival of all social media actions • Adoption of Social Media Policy 	Deputy City Manager	None	Management Analyst	No additional funds needed	<p>In progress/Ongoing</p> <p><u>Update</u></p> <p>Facebook: 6,868 total followers; 1,222,168 reach (Jan. 1, 2021-Dec. 31, 2021)</p> <p>Nextdoor: 24,694 members; 382,547 impressions (Jan. 1, 2021-Dec. 31, 2021)</p> <p>Twitter: 3,190 followers; 473,183 impressions (Jan. 1, 2021-Dec. 31, 2021)</p> <p>Note: As of December 31, 2021, over 1,089 posts have been released from the City regarding COVID-19.</p>	<p>IN PROGRESS</p> <p>Reach various benchmarks:</p> <ul style="list-style-type: none"> • Facebook: 10,000 followers and 600,000 annual reach • Nextdoor: 25,000 members and 360,000 annual impressions • Twitter: 5,000 followers and 240,000 annual impressions • Gain enough Facebook followers to be in top 10 in Orange County. Timeline for this success indicator is 2020-2022. <p>COMPLETED</p> <ul style="list-style-type: none"> • Procure ArchiveSocial software • Develop and implement expansive COVID-19 communications plan

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Goal # 6: Communication and Community Outreach

Strategy	Key Implementation Tasks	Lead Responsibility	Other Agencies Involved	Staff Resources (List staff available and staff needed)	Financial Resources (List funding available and needed)	Timeline Note the year to start and year to complete	Success Indicators (How impact or result of this strategy will be measured)
2. HOA Outreach	<ul style="list-style-type: none"> • Meet with each HOA in the City • Subsequently Disseminate consistent information to each HOA • Explore additional group HOA outreach options 	City Manager	None	Management Analyst, Community Development Department staff	No additional funds needed	<p>In progress/Ongoing</p> <p>Updates: City Hosted 1st HOA Outreach Meeting for nearly 100 attendees in November 2021.</p> <p>City solicited feedback from 128 HOA's via survey on HOA Outreach event.</p> <p>City produced 1st and second HOA quarterly newsletters: September & December 2021.</p> <p>City created HOA resource webpage on City website – August 2021.</p> <p>City staff member designated as HOA point of Contact in June 2021.</p>	<p>IN PROGRESS</p> <ul style="list-style-type: none"> • City met with several HOA's prior to COVID-19 • Future HOA meetings to be scheduled • Explore concept of group HOA meetings • Create consistent outreach program calendar • City distributed a survey to all 128 HOAs regarding educational opportunities, working group discussions, community concerns, ideal means of communication, interest in future City staff led events/meetings. • City to produce quarterly HOA newsletter.

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Goal # 6: Communication and Community Outreach

Strategy	Key Implementation Tasks	Lead Responsibility	Other Agencies Involved	Staff Resources (List staff available and staff needed)	Financial Resources (List funding available and needed)	Timeline Note the year to start and year to complete	Success Indicators (How impact or result of this strategy will be measured)
						City staff collect updated HOA Board member contact information along with Property Manager information, via social media campaign, online survey and cold calls.	<ul style="list-style-type: none"> • City to designate a staff point of contact in the Community Development Department, for all HOA related items. • City staff to host HOA event in November 2021. • Update HOA/Property Manager contact lists.
3. Multiple communication strategies for extensive community outreach	<ul style="list-style-type: none"> • Maintain social media presence • Improve upon website content and user experience • Improve upon City app usage and direct communications • Hold in-person meetings with stakeholders 	City Manager	None	Management Analyst, Community Development Department staff	No additional funds needed	<p style="color: red;">Ongoing/ In Progress</p> <p style="color: red;">July/August/December 2021: Additional website navigational and organizational updates and changes.</p> <p style="color: red;">The City hosted its first HOA Outreach Meeting on November 3, 2021 and the next HOA Outreach</p>	IN PROGRESS <ul style="list-style-type: none"> • Reach all social media benchmarks • Continue stakeholder outreach meetings and meet with HOAs and property owners • Cost-benefit analysis of mailed newsletter

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Goal # 6: Communication and Community Outreach

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	<ul style="list-style-type: none"> • Hold virtual meetings with stakeholders • Target age specific groups • Explore usage of printed mailed newsletter • Increase digital/online outreach to community organizations • Continue and grow outreach meetings with HOAs and property owners • Explore additional methods of communication and outreach that have not been used thus far • Designate Department 					<p>Meeting is scheduled for March 31, 2022.</p> <p>Mailed HOA surveys to 128 HOA's.</p> <p>Delivered printed flyers for COVID-19 testing options to all apartment complexes in the City.</p> <p>Updated existing, and created additional new resource guides for homeless individuals and those in need of food resources.</p> <p>The City mailed surveys and delivered them via email electronically to all HOAs.</p> <p>Mobile App utilized for traffic related and health/safety incidents.</p>	<ul style="list-style-type: none"> • Successfully reach City residents who are difficult to connect with • Continue to fine-tune completed website redesign <p>COMPLETED</p> <ul style="list-style-type: none"> • Increase use of City's mass email functions and improve user experience • Revamp City app and increase usage. • Develop Communications Plan • Obtain email Marketing software to consistently disseminate important information to all City stakeholders • Create and hold internal monthly communications team meetings

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Goal # 6: Communication and Community Outreach

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	<p>representatives for consolidated communications and community outreach</p> <ul style="list-style-type: none"> • Utilize video content for outreach efforts • Utilize telephonic and virtual technology to communicate internally and externally • Utilize print materials for residents lacking in use of technology 					<p>Note: User experience has been and will continue to be improved. As of Jan. 1, 2022, the City app has 4,296 downloads (2021 total increase of 385 users).</p> <p>The Community Development Department continues to utilize Constant Contact software to release a reoccurring E-Newsletter, mass emails to City businesses, and mass emails to HOAs and property owners.</p> <p>Draft Communications Plan has been developed</p> <p>FreeConferenceCall.com, Zoom, GoToMyPC, Microsoft Teams, and other virtual technology have been procured and used for</p>	<ul style="list-style-type: none"> • Create online City services portal • Consistently use video content for outreach • Procure necessary telephonic and virtual technology to communicate internally and externally

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						internal and external communications, hosting meetings, and training sessions. Extensive additional video content has been created, produced and distributed monthly via social media platforms.	
4. Community Idea Day	• Hold quarterly idea day to gather input and suggestions from the community	City Manager	N/A	City Manager's Office, PIO	None	Quarterly/Ongoing The 'Your Ideas Matter' Campaign was initiated in October 2021 and is ongoing.	Community Idea Day

LEGEND	
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