



# LAGUNA NIGUEL STRATEGIC PLAN

MARCH 2024



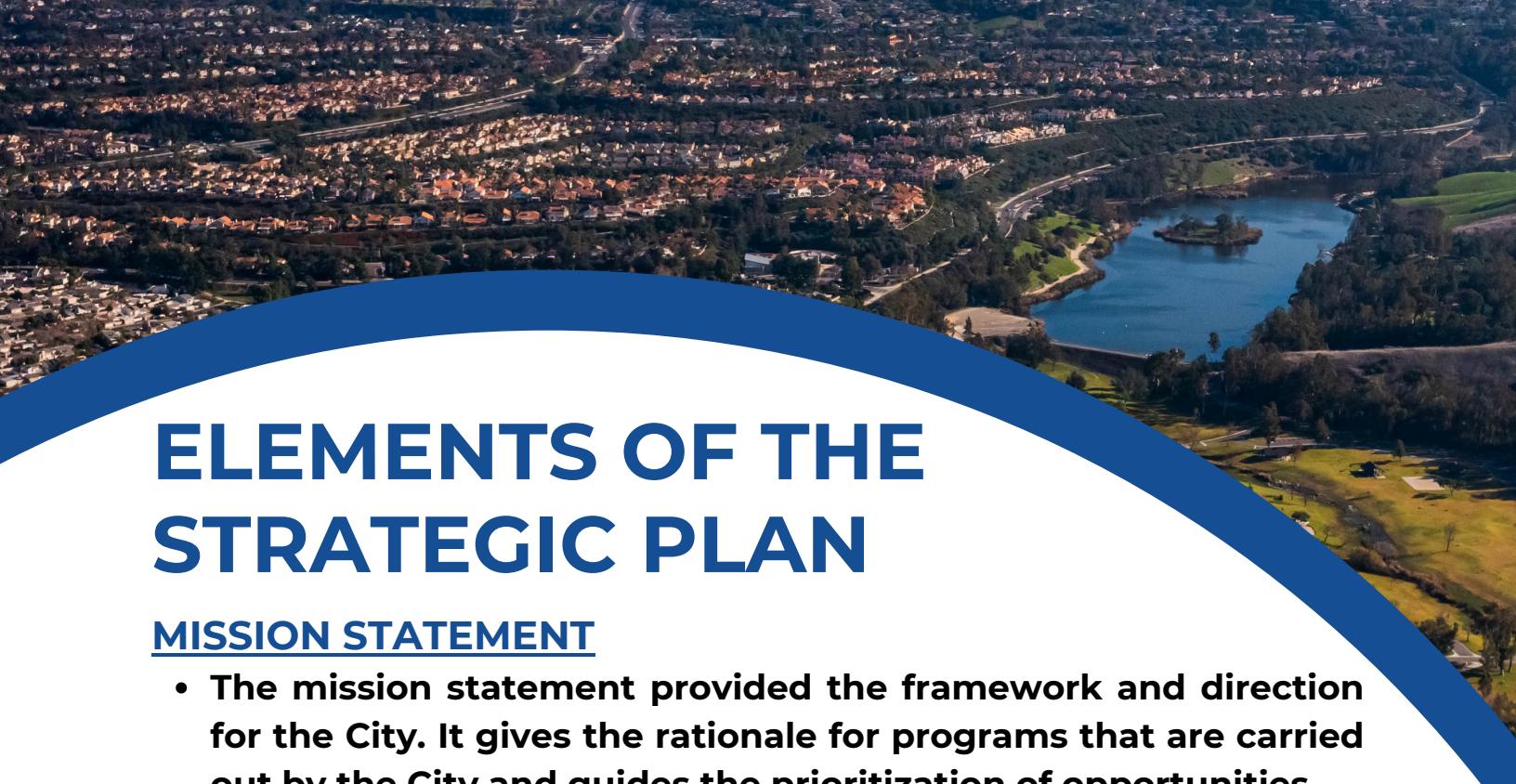


## **BACKGROUND**

The City of Laguna Niguel adopted the City's first ever strategic plan in November 2019. 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 2022 has furthered the achievement of the goals established by the City Council. This 2023 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 provided 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.



## LAGUNA NIGUEL CIVIC CENTER

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### 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 AND COMMUNITY  
DEVELOPMENT**

**GOAL 6: COMMUNICATION AND  
COMMUNITY OUTREACH**



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**Goal # 1: Public Safety**

<b>Strategy</b>	<b>1. Maintain Current Service Levels</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>Monitor calls for service on an annual basis</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>Chief of Police Services, Administrative Sergeant, OCFA Division Chief</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>None at this time</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>No additional</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>If determination of additional resources is made</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>Staffing levels are still appropriate. No changes are needed at this time.</li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>Maintaining staffing levels will help to maintain current crime levels.</li></ul>
<b>Strategy</b>	<b>2. Neighborhood Watch</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>Continue to increase Neighborhood Watch in multi-family &amp; single-family neighborhoods <b>using small group meetings, block captain meetings, and community-wide safety meetings</b></li><li>Coordinate with property management companies of apartment buildings</li><li>Contact current HOAs not participating in the Neighborhood Watch program</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>Crime Prevention Specialists (CPS), Administrative Sergeant</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>None</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>Crime Prevention Specialists</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>None at this time</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>✓ Established relationships with multiple large apartment complexes within the City</li><li>✓ <b>Hosted a community information sharing meeting</b></li><li>✓ <b>Continued outreach efforts to HOAs</b></li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>Increase participation from the apartment &amp; multi-family housing complexes</li><li>Continue to increase Neighborhood Watch Meetings</li></ul>

LEGEND	
	Ongoing/In Progress
	On Schedule



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**Goal # 1: Public Safety**

<b>Strategy</b>	<b>3. Sharing Resources with Surrounding Communities</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• Study the feasibility of sharing resources with neighboring cities (i.e., emergency management, homeless services)</li><li>• Share homeless and mental health resources with surrounding cities</li><li>• Share Flock System with neighboring cities</li><li>• <b>Coordinate with localized Public Information Officers (PIO) and host information share meetings</b></li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• City Manager, Chief of Police Services, Senior Emergency Management Programs Coordinator</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• Neighboring cities</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• City Manager, Chief of Police Services, Senior Emergency Management</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• <b>N/A</b></li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• Ongoing</li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>• MOUs with surrounding agencies approved</li><li>• Attain shared county Homeless Emergency Aid Program grant funding for homeless services</li><li>• <b>Hold quarterly PIO meetings</b><ul style="list-style-type: none"><li>✓ Actively collaborating with the Behavior Health Bureau</li><li>✓ Access continues to be granted to the Flock System for Neighboring cities</li></ul></li></ul>

LEGEND	
	Ongoing/In Progress
	On Schedule



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<b>Strategy</b>	<b>4. Community Wide Public Safety Public Relations Campaign</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>Utilize social media platforms, message boards, Neighborhood and Business Watch, HOA meetings to send messages</li><li>Utilize Nixle.com, Alert OC, and social media platforms to alert for natural disasters, traffic related issues, missing persons, and police activity</li><li>Increase community public safety communications</li><li>Walk the Kids to School Day (Annually)</li><li>Teenage traffic safety seminar (bi-annually), e.g., Electric Bicycle Education</li><li>Senior traffic safety seminar (bi-annually)</li><li>Expand the YANA program (bi-annually)</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>Chief of Police Services, Crime Prevention Specialist, Senior Emergency Management</li><li>Programs Coordinator</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>OCSD</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>City Manager's Office, Public Works, PIO, PACT Volunteers</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>None</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>Ongoing<ul style="list-style-type: none"><li>✓ Since January 2023, the LNPS Instagram account has increased by 3,000 followers and Facebook by 1,000 followers</li><li>✓ Completed two Walk the Kids to School Day Events</li><li>✓ Nixle is also being used for sending notifications to residents, e.g., road closures and emergency notifications</li><li>✓ Monthly Chief's Brief and Community Education Program</li></ul></li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>Decrease in property crime, increase in social media followers and memberships</li><li>Increase YANA program participation</li></ul>

LEGEND	
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**Goal # 1: Public Safety**

<b>Strategy</b>	<b>5. OCFA CPR Training</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• Public education (Chest compressions only training)</li><li>• <b>Provide CPR Training to City Staff</b></li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• OCFA, Senior Emergency Management Programs Coordinator</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• <b>OCFA RN Educator</b></li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• <b>2024-2026</b></li><li>✓ OCFA has conducted CPR training for PACT volunteers and</li><li>✓ OCSD provided Stop the Bleed training to PACT Volunteers</li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>• Increase in the number of <b>City Staff</b> who are CPR-trained</li></ul>
<b>Strategy</b>	<b>6. Business Watch/Business Enhancement Team</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• Utilize Police Services volunteers to connect and create relationships with local businesses</li><li>• Obtain updated emergency contact information</li><li>• Educate about security and safety implementation along with the procedures for reporting crimes</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• Crime Prevention Specialists, Administrative Deputies</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• Volunteers, Crime Prevention Specialists, Administrative Deputies</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• Ongoing</li><li>✓ <b>Quadrants were established across the City. Three quadrants have been contacted, with the fourth currently in progress. The next phase will be to distribute Business Watch window stickers.</b></li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>• Implementation of the program with a goal of 100% participation of businesses</li></ul>

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<b>Strategy</b>	<b>7. Public Safety Technologies</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• MESH (Emergency communication tool) project implementation</li><li>• Strategic implementation of cameras on trails</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• Chief of Police Services, Public Works, IT</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• OCSD</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• Chief of Police Services, Emergency Management, Public Works</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• \$12,000 included general fund budget</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• MESH Program by 2025</li><li>✓ Trail Cameras pilot program is currently underway</li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>• Implementation of the MESH program</li><li>• Evaluation of trail camera pilot program</li></ul>
<b>Strategy</b>	<b>8. Emergency Preparedness</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• Update Emergency Operation Procedures</li><li>• Conduct annual mock tabletop exercises</li><li>• Create Nixle/Alert OC Use Policy</li><li>• Leverage GIS tools to enhance public safety</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• Chief of Police Services, Administrative Sergeant, Senior Emergency Management Programs Coordinator</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• OCFA</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• City Manager's Office, CERT, ACS</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• TBD</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• Ongoing, additional resources will be added as needed</li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>• Complete Emergency Operation Procedures Update</li><li>• Adopt Nixle/Alert OC Use Policy</li><li>• Utilize GIS tools to enhance public safety</li></ul>

LEGEND	
	Ongoing/In Progress
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**Goal # 2: Fiscal Sustainability**

<b>Strategy</b>	<b>1. Analyze and Monitor the Current Fee Structure</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"> <li>• Analyze existing data</li> <li>• Review and consult with department heads and the City Manager when modifications to fees are suggested or necessary</li> <li>• Present updated fees to the City Council for approval</li> <li>• <b>Update Skate Park Facility Use Policy and Fee Schedule</b></li> <li>• <b>Update General Parks Use Policy and Fee Schedule</b></li> <li>• <b>Update Public Works Fees</b></li> </ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"> <li>• Finance Director &amp; Executive Team</li> </ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"> <li>• Department Directors &amp; Key Support Staff</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Ongoing           <ul style="list-style-type: none"> <li>✓ Fees Updated: Athletic, Aquatic, Community Development, Credit Card</li> <li>✓ Skate Park Facility Use Policy and Fee Schedule completed by end of 2024</li> <li>✓ Implement updated Public Works Fees as part of the FY 24-25 budget</li> </ul> </li> </ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"> <li>• Ability to provide services, permits, licenses, rentals, and recreation activities at reasonably low costs to our residents</li> <li>• <b>Adopt updated Skate Park Facility Use Policy and Fee Schedule</b></li> </ul>

LEGEND	
	Ongoing/In Progress
	On Schedule



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**Goal # 2: Fiscal Sustainability**

<b>Strategy</b>	<b>2. Implement Efficiencies for City Payments</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"> <li>• Evaluate virtual payment platform offered through credit card merchant</li> <li>• Transition vendors to an electronic payment platform</li> <li>• Evaluate current internal controls to prevent and detect fraudulent activities</li> </ul>
<b>Lead Responsibility</b>	• Finance Director
<b>Other Agencies Involved</b>	• N/A
<b>Staff Resources</b>	• Finance Department and key support staff
<b>Financial Resources</b>	• N/A
<b>Timeline</b>	• Ongoing
<b>Success Indicators</b>	<ul style="list-style-type: none"> <li>• Reducing the use of paper checks</li> <li>• Increasing rebates received via credit card program</li> </ul>
<b>Strategy</b>	<b>3. Maximize Return on Investment on City Investments</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"> <li>• Continue to monitor economic conditions and trends</li> <li>• Stagger maturities evenly throughout the maturity curve</li> <li>• Maximize "invested cash" consistent with the investment policy</li> </ul>
<b>Lead Responsibility</b>	• Finance Director
<b>Other Agencies Involved</b>	• N/A
<b>Staff Resources</b>	• Finance Director and City Manager
<b>Financial Resources</b>	• N/A
<b>Timeline</b>	• Ongoing
<b>Success Indicators</b>	<ul style="list-style-type: none"> <li>• Investment performance relative to key benchmarks like rates available for LAIF, OCIP, or 5-year Treasuries</li> <li>• Investments staggered across the maturity curve</li> </ul>

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**Goal # 2: Fiscal Sustainability**

<b>Strategy</b>	<b>4. Citywide Review of Financial Procedures to Ensure Efficiency</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"> <li>• Review procedures and ensure internal controls are in place citywide</li> </ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"> <li>• Finance Director and Finance Manager</li> </ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"> <li>• Finance Director, Department Directors and key support staff</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"> <li>• Processes reviewed</li> <li>• Evaluations conducted</li> <li>• Recommendations implemented</li> </ul>
<b>Strategy</b>	<b>5. Laguna Niguel Aquatics Center Operational Enhancements</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"> <li>• RFP</li> <li>• Selection</li> <li>• Transition of Contractor Services</li> </ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"> <li>• Parks and Recreation Director</li> </ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"> <li>• Department Director and key support staff</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• RFP Award in June with implementation in December 2024</li> </ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"> <li>• Contracting out services</li> <li>• All current employees are provided the opportunity for continued employment</li> <li>• Increases customer service and operational hours</li> <li>• Annual Savings of \$250,000</li> </ul>

LEGEND	
	Ongoing/In Progress
	On Schedule



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

<b>Strategy</b>	<b>1. Inventory of All Components of Open Space</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• Create an inventory map and list all open spaces in the City</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• Public Works Director, Parks and Recreation Director, Community Development Director</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• Consultant Required, Parks and Recreation Director, Community Development Staff</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• <b>TBD</b></li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• 2025<ul style="list-style-type: none"><li>✓ Inventory is 25% complete through Phase One (trails)</li><li>✓ Phase Two (remaining open space components) will be completed by December 2024</li></ul></li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>• Complete Inventory</li></ul>
<b>Strategy</b>	<b>2. 10-Year Trail and Open Space Maintenance Plan</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• Assign oversight of Open Space to the Parks and Recreation Commission</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• Parks and Recreation Director, Community Development Director, Public Works Director</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• County of Orange, State Regulatory Agencies, Pertinent Federal Agencies</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• Parks and Recreation Staff, Community Development Staff, and Consultant required to develop plan</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• TBD based on maintenance plan outcome<ul style="list-style-type: none"><li>✓ Plan Development included in FY 2023-24 budget</li></ul></li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• 2025<ul style="list-style-type: none"><li>✓ No responses to the RFP – needs to be recirculated</li></ul></li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>• Completion of a 10-year maintenance plan</li></ul>

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

<b>Strategy</b>	<b>3. Public Education</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>Update website, flyers, etc., to include Open Space information similar to and in conjunction with Trails information</li><li>Quarterly trail promotion and safety videos</li><li>Continue to promote the OCSD/CUSD electric bicycle safety action plan</li><li>Continue to enhance wildfire awareness prevention</li><li>Further publicize organic recycling requirements</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>City Manager and Parks and Recreation Director, OCFA</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>OC Parks, Surrounding municipalities, OCFA, CalFire</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>In-house</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>TBD</li><li>CalRecycle Grant Funding</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>Ongoing</li><li>✓ Hosted multiple education and outreach events and multiple electric bicycle education events</li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>Increased public education</li><li>Website</li><li>Social media</li><li>Print</li><li>Wildfire prevention education</li><li>Reduce organic contamination rates</li></ul>
<b>Strategy</b>	<b>4. Tree City USA</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>Enact a community tree ordinance</li><li>Recognize Arbor Day</li><li>Public outreach</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>Public Works</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>Arbor Day Foundation</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>Public Works Staff, Parks and Recreation</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>Included in the operating budget</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>2024-2025</li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>Tree City USA Designation</li></ul>

LEGEND	
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	On Schedule



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**Goal # 4: Infrastructure and Technology**

<b>Strategy</b>	<b>1. Energy Efficiency</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• Issue RFP and award contract for consultant to evaluate City facilities energy usage</li><li>• Identify a priority project list for the energy efficiency program</li><li>• Prepare City Council report summarizing findings</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• Public Works Director</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• Consultant required</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• Included in the FY 2023-2024 budget</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• 2024</li></ul> <p style="color: red;">✓ City Council awarded the contract in April 2023, with an anticipated completion in June 2024</p>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>• Reduction in utility costs</li></ul>
<b>Strategy</b>	<b>2. Infrastructure Study</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• Evaluate the infrastructure and maintenance needs of the City</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• Public Works Director</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• Consultant required</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• TBD</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• 2021 – RFP</li><li>• 2022 – Parks</li><li>• 2024 – Facilities</li><li>• 2025 – Streets</li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>• Complete study</li></ul>

LEGEND	
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**Goal # 4: Infrastructure and Technology**

<b>Strategy</b>	<b>3. Smart Cities Solutions</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• EV Charging Stations and <b>future site plans</b></li><li>• Enhanced technology citywide</li><li>• Broadband discussion/review</li><li>• Increase wireless capabilities at City Hall, Community Centers, and Crown Valley Park</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• Public Works Director/IT Director</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• Public Works/IT Services</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• CIP Budget</li><li>✓ <b>Traffic Management Center Implementation: Grant funding obtained from OCTA to connect fiber optic services all along Crown Valley Parkway/ Moulton back to City Hall</b></li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• Annually</li><li>✓ <b>Citywide broadband RFP in late 2024</b></li><li>✓ <b>Traffic Management Center design will be completed in 2024/25</b></li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>• Completion of Smart Cities Capital Improvement Projects</li><li>• <b>Increase the number of City owned EV charging stations</b></li></ul>
<b>Strategy</b>	<b>4. Active Transportation Study</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• Obtain grants</li><li>• Select consultant</li><li>• Complete study</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• Public Works Director</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• Public Works Department</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• City match funding</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• 2023-2025</li><li>• Study is scheduled to begin in March</li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>• Study is completed</li></ul>

LEGEND	
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**Goal # 4: Infrastructure and Technology**

<b>Strategy</b>	<b>5. Public Works Facility</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>Identify potential locations for the facility</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>City Manager, Public Works Director</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>None</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>N/A</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>TBD</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>TBD</li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>Potential locations are identified</li></ul>
<b>Strategy</b>	<b>6. Citywide Bus Shelter Improvements</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>Redesign of bus shelters</li><li>Construct bus shelter improvements</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>Public Works</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>OCTA</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>Public Works staff; consultants</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>Adoption of CIPs for design and construction</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>Design: FY2024-25</li><li>Construction: FY2025-26</li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>Completion of bus shelter installations</li></ul>

LEGEND	
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**Goal # 4: Infrastructure and Technology**

<b>Strategy</b>	<b>7. Restoration of La Paz Road with Mobility Enhancements</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• Obtain funding</li><li>• Initiate Environmental clearance and design</li><li>• Complete construction</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• Public Works</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• County of Orange</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• Public Works staff; consultant</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• \$5 million in City match funds and consultant costs (will be budgeted in subsequent fiscal years)</li><li>• \$15.5 million in state and federal grant funding</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• 2023-2027</li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>• La Paz Road is fully reopened to the public with mobility enhancements</li></ul>
<b>Strategy</b>	<b>8. Emerging Technologies</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• Utilize GIS Technologies to enhance user experience with CIP Projects</li><li>• Natural Language Processing Tools</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• Public Works Director/IT Director</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• Public Works Department/IT Services/Management Analyst</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• CIP Budget FY 24-25 Operation Budget</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• Ongoing</li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>• Increase the use of GIS technologies, improving user experience</li><li>• Streamline administrative process using Natural Language Processing Tools</li></ul>

LEGEND	
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**Goal # 4: Infrastructure and Technology**

<b>Strategy</b>	<b>9. Spring Street Banner</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• Select a design for spring banners</li><li>• Fabricate spring banners</li><li>• Install banners in Spring 2025</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• Design: City Manager's Office; Installation: Public Works</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• City staff, consultant</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• FY 2024-25 operating budget</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• Design: 2024</li><li>• Installation: Spring 2025</li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>• Selection of spring banner design</li><li>• Installation of spring banners</li></ul>

LEGEND	
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**Goal # 5: Economic and Community Development**

<b>Strategy</b>	<b>1. Local Coastal Program (LCP) Updates</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• Prepare Draft Local Coastal Program updates (South Laguna Specific Plan/LCP Guidebook Completed, Aliso Creek LCP Guidebook in Progress)</li><li>• Work with California Coastal Commission (CCC) staff to refine updates (In Progress)</li><li>• Planning Commission review</li><li>• City Council adoption</li><li>• California Coastal Commission adoption</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• Community Development Department</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• California Coastal Commission</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• City Manager, City Attorney, Community Development Director, Deputy Community Development Director, Planning Manager, Senior Planner, Management Analyst, Contract Staff</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• TBD</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• 2020-2026 (Pending California Coastal Commission review/adoption process)</li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>• California Coastal Commission adoption of Local Coastal Program Updates</li></ul>
<b>Strategy</b>	<b>2. Gateway Specific Plan Update</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• Assessment of existing Gateway Specific Plan (Completed)</li><li>• Commission studies as needed (In Progress)</li><li>• Prepare Draft Update (In Progress)</li><li>• Planning Commission review</li><li>• City Council adoption</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• Community Development</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• N/A</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• City Manager, City Attorney, Community Development Director, Public Works Director, Deputy Community Development Director, Planning Manager, Senior Planner, Management Analyst, Contract Staff</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• Allocated in the FY 23-24 budget</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• 2023-2026</li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>• City Council adoption of Gateway Specific Plan Update</li></ul>

LEGEND	
	Ongoing/In Progress
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Strategy	3. Gateway Specific Plan Implementation
<b>Key Implementation Task</b>	<ul style="list-style-type: none"> <li>• Oso Creek softening</li> <li>• Oso Creek Trail extension</li> <li>• Galivan Basin activation</li> </ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"> <li>• Community Development Department</li> </ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"> <li>• Orange County Flood Control District (OCFCD)</li> </ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"> <li>• Community Development Director, Public Works Director, Deputy Community Development Director, Planning Manager, Senior Planner</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>• \$50,000</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• 2024-2026 (Pending OCFCD review/approval)</li> </ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"> <li>• OCFCD/City agreement on the conceptual improvement plan</li> </ul>
Strategy	4. Comprehensive General Plan Update
<b>Key Implementation Task</b>	<ul style="list-style-type: none"> <li>• Explore grant opportunities (In Progress)</li> <li>• Consultant RFP/selection (Completed)</li> <li>• Complete baseline assessment (Completed)</li> <li>• Conduct special studies (Completed)</li> <li>• Community engagement (Completed)</li> <li>• Prepare Vision Plan (In Progress)</li> <li>• Prepare General Plan Update/EIR</li> <li>• Planning Commission review</li> <li>• City Council adoption</li> </ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"> <li>• Community Development Department</li> </ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"> <li>• OC Sheriffs, OCFA, MNWD, OCPL, CUSD</li> </ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"> <li>• City Manager, City Attorney, Community Development Director, Deputy Community Development Director, Planning Manager, Senior Planner, Assistant/Associate Planner/Tech, Management Analyst, Public Works Director, Parks &amp; Recreation Director</li> </ul>

LEGEND	
	Ongoing/In Progress
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**Goal # 5: Economic and Community Development**

<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>• <b>\$450,000</b> Funding allocated each year for the next phase in the General Plan Update process</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• 2021-2025</li> <li>✓ <b>Community Engagement completed; Vision Plan underway</b></li> </ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"> <li>• City Council adoption of General Plan Update</li> </ul>
<b>Strategy</b>	<b>5. General Services Administration (GSA) Federal Building Property Disposal</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"> <li>• EIS participation/review (<b>Completed</b>)</li> <li>• GSA Community Design Charrette participation (<b>Completed</b>)</li> <li>• Discussions with prospective bidders, 1<sup>st</sup> Auction (<b>Completed</b>)</li> <li>• Section 106 consultation participation (<b>Completed</b>)</li> <li>• Monitoring of GSA marketing efforts (<b>In Progress</b>)</li> <li>• Consultation with federal elected/appointed officials (<b>In Progress</b>)</li> <li>• Development Management Team (DMT) review of prospective bidder concept plans</li> </ul>
<b>Lead Responsibility</b>	Community Development Department
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"> <li>• GSA, Public Building Reform Board, State Historic Preservation Officer, OC Sheriffs, OCFA, MNWD</li> </ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"> <li>• City Manager, Community Development Director, <b>Deputy Community Development Director</b>, Senior Planner, <b>Management Analyst</b>, Public Works Director, Parks &amp; Recreation Director</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• 2018-2024 (Pending successful completion of the GSA property disposal process)</li> <li>✓ <b>GSA to auction property June 5, 2024</b></li> </ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"> <li>• Consistent participation and advocacy for City interests throughout the GSA property disposal process</li> </ul>

LEGEND	
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<b>Strategy</b>	<b>6. Trail Master Plan Update</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"> <li>• Consultant RFP/selection (Completed)</li> <li>• Update trail inventory (Completed)</li> <li>• Update trail design standards (Completed)</li> <li>• Update improvement priorities (In Progress)</li> <li>• Prepare draft document (In Progress)</li> <li>• Commission review (as needed)</li> <li>• City Council adoption</li> </ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"> <li>• Community Development Department</li> </ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"> <li>• OC Parks</li> </ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"> <li>• City Manager, City Attorney, Community Development Director, <b>Deputy Community Development Director</b>, Senior Planner, <b>Management Analyst</b>, Public Works Director, Parks and Recreation Director</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• 2022-<b>2026</b></li> </ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"> <li>• City Council adoption of Master Plan Update</li> </ul>
<b>Strategy</b>	<b>7. Town Center Area Specific Plan</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"> <li>• Consultant RFP/selection</li> <li>• Preparation of specific plan/supplemental EIR (assumes prior General Plan update)</li> <li>• Planning Commission review</li> <li>• City Council adoption</li> </ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"> <li>• Community Development Department</li> </ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"> <li>• OC Sheriffs, OCFA, MNWD</li> </ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"> <li>• City Manager, City Attorney, Community Development Director, <b>Deputy Community Development Director</b>, <b>Planning Manager</b>, Senior Planner, Management Analyst, Public Works Director</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>• \$500,000</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• 2025-<b>2027</b></li> </ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"> <li>• City Council adoption of Specific Plan</li> </ul>

LEGEND	
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<b>Strategy</b>	<b>8. Business Attraction/Retention/Education</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• Promotional materials</li><li>• Broker services</li><li>• Regional Economic Development Working Group participation</li><li>• SCORE events</li><li>• Commercial stakeholder meetings</li><li>• Coordination with the Laguna Niguel Chamber of Commerce</li><li>• Weekly Economic Development newsletter</li><li>• Economic Development website</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• Community Development Director</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• N/A</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• City Manager, Community Development Director, <b>Deputy Community Development Director</b>, Senior Planner, <b>Assistant/Associate Planner/Tech, Management Analyst</b></li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• TBD</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• On-going (Annual)</li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>• Completion of annual programs, maintenance of City informational resources</li></ul>

LEGEND	
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<b>Strategy</b>	<b>9. Comprehensive Municipal Code Update</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"> <li>• Develop amendment schedule</li> <li>• Conduct special studies (as needed)</li> <li>• Draft code language</li> <li>• Planning Commission review (as needed)</li> <li>• City Council adoption</li> </ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"> <li>• City Manager's Office/Community Development Department</li> </ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"> <li>• Varies</li> </ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"> <li>• City Manager, City Attorney, Assistant City Manager, Community Development Director, <b>Deputy Community Development Director, Planning Manager</b>, Senior Planner, City Clerk</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>• <b>\$30,000 (General Fund)</b></li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• 2023 – 2025</li> </ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"> <li>• Completion of Comprehensive Update</li> </ul>
<b>Strategy</b>	<b>10. Housing Element Implementation</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"> <li>• Monitoring and reporting</li> <li>• Iterative code updates</li> <li>• Community outreach &amp; education</li> <li>• Grant related activities</li> </ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"> <li>• Community Development Department</li> </ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"> <li>• HCD</li> </ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"> <li>• Community Development Director, Deputy Community Development Director, Senior Planner, Assistant/Associate Planner/Tech, Management Analyst</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>• <b>TBD</b></li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• <b>On-going (Annual)</b></li> </ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"> <li>• Completion of work program items pursuant to the Housing Element implementation schedule</li> </ul>

<b>LEGEND</b>	
	Ongoing/In Progress
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<b>Strategy</b>	<b>11. Housing Program: Pre-Approved Construction-Level ADU Plans</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"> <li>• Plan preparation</li> <li>• Post to City website</li> </ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"> <li>• Community Development Department</li> </ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"> <li>• HCD</li> </ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"> <li>• Community Development Director, Deputy Community Development Director, Senior Planner</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>• \$75,000</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• 2024 – 2025</li> </ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"> <li>• Completion of ADU Plans</li> </ul>
<b>Strategy</b>	<b>12. Housing Program: Low-Income Homeowner ADU &amp; SB-9 Loan Program</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"> <li>• Explore funding sources/community partners</li> <li>• Develop pilot program</li> <li>• Advertise pilot program</li> </ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"> <li>• Community Development Department</li> </ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"> <li>• HCD</li> </ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"> <li>• Community Development Director, Deputy Community Development Director, Senior Planner</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>• \$10,000</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• 2024 – 2025</li> </ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"> <li>• Complete feasibility determination, implement if feasible</li> </ul>

LEGEND	
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**Goal # 5: Economic and Community Development**

<b>Strategy</b>	<b>13. Housing Program: Low-Income Homeowner Housing Rehabilitation Loan Program</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"> <li>• Explore funding sources/community partners</li> <li>• Develop pilot program</li> <li>• Advertise pilot program</li> </ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"> <li>• Community Development Department</li> </ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"> <li>• HCD</li> </ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"> <li>• Community Development Director, Deputy Community Development Director, Senior Planner, Management Analyst</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>• \$10,00</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• 2024 – 2025</li> </ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"> <li>• Complete feasibility determination, implement if feasible</li> </ul>
<b>Strategy</b>	<b>14. Housing Program: Affirmatively Furthering Fair Housing Marketing Plan Template</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"> <li>• Template preparation</li> <li>• Update housing development standard Conditions of Approval</li> </ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"> <li>• Community Development Department</li> </ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"> <li>• HCD</li> </ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"> <li>• Community Development Director, Deputy Community Development Director, Senior Planner</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>• \$10,000</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• 2024 – 2025</li> </ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"> <li>• Complete Marketing Plan Template</li> </ul>

LEGEND	
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**Goal # 5: Economic and Community Development**

<b>Strategy</b>	<b>15. Code Amendments in Response to New State Legislation</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"> <li>• Monitor recently enacted State legislation</li> <li>• Develop amendment schedule</li> <li>• Conduct special studies (as needed)</li> <li>• Draft code language</li> <li>• Planning Commission review (as needed)</li> <li>• City Council adoption of code amendments</li> </ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"> <li>• Community Development Department</li> </ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"> <li>• City Manager, City Attorney, Community Development Director, Deputy Community Development Director, Planning Manager, Senior Planner</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• On-going (Annual)</li> </ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"> <li>• City Council approval of related code amendments</li> </ul>
<b>Strategy</b>	<b>16. Subdivision Code &amp; Manual Updates</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"> <li>• Prepare draft code update &amp; manual</li> <li>• City Council adoption</li> </ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"> <li>• Community Development Department/Public Works Department</li> </ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"> <li>• City Attorney, Community Development Director, Deputy Community Development Director, Planning Manager, Senior Planner, Principal Civil Engineer</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>• \$75,000</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• 2024 – 2026</li> </ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"> <li>• City Council adoption of Code Update, posting of Manual Update to City website</li> </ul>

LEGEND	
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**Goal # 5: Economic and Community Development**

<b>Strategy</b>	<b>17. Discretionary Design Guidelines Update</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• Consultant RFP/selection</li><li>• Prepare draft text/graphics</li><li>• Planning Commission review</li><li>• City Council adoption</li></ul>
<b>Lead Responsibility</b>	• Community Development Department
<b>Other Agencies Involved</b>	• N/A
<b>Staff Resources</b>	• Community Development Director, Deputy Community Development Director, Planning Manager, Senior Planner, Assistant/Associate Planner/Tech
<b>Financial Resources</b>	• \$150,000
<b>Timeline</b>	• 2024 – 2026
<b>Success Indicators</b>	• City Council adoption of Code Update
<b>Strategy</b>	<b>18. Sign Code Update</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• Consultant RFP/selection</li><li>• Prepare draft text/graphics</li><li>• Planning Commission review</li><li>• City Council adoption</li></ul>
<b>Lead Responsibility</b>	• Community Development Department
<b>Other Agencies Involved</b>	• N/A
<b>Staff Resources</b>	• City Attorney, Community Development Director, Deputy Community Development Director, Planning Manager, Senior Planner, Assistant/Associate Planner/Tech
<b>Financial Resources</b>	• \$75,000
<b>Timeline</b>	• 2025 – 2026
<b>Success Indicators</b>	• City Council adoption of Code Update

<b>LEGEND</b>	
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**Goal # 5: Economic and Community Development**

<b>Strategy</b>	<b>19. Triennial Local Building Code Update</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• Review of State Building Codes</li><li>• Collaboration with Cal Fire and OCFA on potential local amendments</li><li>• Preparation of the draft code update</li><li>• City Council adoption of the code update</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• Community Development Department</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• Cal Fire, OCFA</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• City Attorney, Community Development Director, Deputy Community Development Director, Senior Planner, Building Official</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• 2025</li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>• City Council approval of Code Update</li></ul>
<b>Strategy</b>	<b>20. HOA Engagement &amp; Education Program</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• HOA roundtables</li><li>• HOA property managers working groups</li><li>• Quarterly HOA newsletters</li><li>• Web resources</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• Community Development Department</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• TBD</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• Community Development Director, Senior Planner, Management Analyst</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• TBD</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• On-going (Annual)</li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>• Completion of community engagement &amp; education activities</li></ul>

<b>LEGEND</b>	
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**City of Laguna Niguel  
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**Goal # 6: Communication and Community Outreach**

<b>Strategy</b>	<b>1. Social Media</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>Post consistent, meaningful content across all social media platforms</li><li>Conduct page growth advertisements that encourage residents to follow the City's social media platforms</li><li>• <b>Enhance City's presence on Instagram to further strengthen community engagement</b></li><li>Commit to the best standards for the archival of all social media actions</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>Assistant City Manager</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>None</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>Management analyst</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>No additional funds needed</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>In progress/Ongoing</li></ul> <p>✓ <b>As of January 1, 2024, the ranked 3<sup>rd</sup> out of 20 Orange County Cities with a population under 70,000</b></p>
<b>Success Indicators</b>	<p><b>IN PROGRESS</b></p> <ul style="list-style-type: none"><li>Reach various benchmarks:<ul style="list-style-type: none"><li>○ Facebook: 12,500 followers</li><li>○ <b>Instagram: 10,500 followers</b></li><li>○ NextDoor: <b>35,000 members</b> and 360,000 annual impressions</li><li>○ <b>X (formerly Twitter): 5,000 followers and 300,000 annual impressions</b></li><li>○ Gain enough Facebook followers to be in the top 10 in Orange County</li></ul></li></ul> <p><b>COMPLETED</b></p> <ul style="list-style-type: none"><li>• <b>Produced 2023 Communications infographic</b></li><li>• Adopted City Council Social Media Policy</li><li>• Procure PageFreezer software</li><li>• Facebook: 600,000 annual reach</li></ul>

LEGEND	
	Ongoing/In Progress
	On Schedule



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**Goal # 6: Communication and Community Outreach**

<b>Strategy</b>	<b>2. Utilize New and Existing Technologies to Expand Extensive Community Outreach</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• Maintain a social media presence</li><li>• Improve upon website content and user experience</li><li>• Improve upon City app usage and direct communications</li><li>• Hold in-person meetings with stakeholders</li><li>• Hold virtual meetings with stakeholders</li><li>• Target age-specific groups</li><li>• Explore the usage of printed, mailed newsletter</li><li>• Increase digital/online outreach to community organizations</li><li>• Continue and grow outreach meetings with HOAs and property owners</li><li>• Explore additional methods of communication and outreach that have not been used thus far</li><li>• Designate Department representatives for consolidated communications and community outreach</li><li>• Utilize video content for outreach efforts</li><li>• Utilize telephonic and virtual technology to communicate internally and externally</li><li>• Utilize print materials for residents lacking in use of technology</li><li>• <b>Implement Chat Bot on the City website</b></li><li>• <b>Enhance City's presence on Instagram to further strengthen community engagement</b></li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• Assistant City Manager</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• OCSD, OCFA, FAM, South County Outreach, CUSD, Mission Viejo Animal Services, SDGE, SCE, MNWD, SoCalGas, etc.</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• Management Analyst, Community Development Department staff</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• <b>Allocate funding in the FY 2024-2025 budget process for Chat Bot Implementation</b></li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• Ongoing/ In Progress<ul style="list-style-type: none"><li>✓ Additional website navigational and organizational updates are conducted on a regular basis</li><li>✓ The City actively tags public agencies partnered with the City to promote collaboration and engagement on social media</li><li>✓ The City distributes various communication resources curated for specific community members</li><li>✓ Utilization of Chief Brief and Mayor's Message to further promote public engagement</li><li>✓ The City continues to provide and promote its 'Featured Business Program' to various local businesses</li><li>✓ Reengaged in the use of Nixle and further promoted the communication tool</li><li>✓ Mobile App utilized for traffic-related and health/safety incident alerts</li></ul></li></ul>

LEGEND	
	Ongoing/In Progress
	On Schedule



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**Goal # 6: Communication and Community Outreach**

	<ul style="list-style-type: none"><li>✓ The Community Development Department continues utilizing Constant Contact software to release a reoccurring E-Newsletter, and mass emails to City businesses, HOAs, and property owners</li><li>✓ The City has established a robust communication system which is utilized to provide the public with the most up-to-date information on community events, projects, initiatives, resources, and local alerts</li><li>✓ Extensive video content has been created, produced, and distributed monthly via social media platforms</li></ul>
<b>Success Indicators</b>	<p><b>IN PROGRESS</b></p> <ul style="list-style-type: none"><li>• Reach all social media benchmarks</li><li>• Continue stakeholder outreach meetings and meet with HOAs and property owners</li><li>• Conduct cost-benefit analysis of mailed newsletter</li><li>• Successfully reach City residents who are difficult to connect with</li><li>• Continue to maintain the City website to enhance user experience and maintain ADA compliance</li><li>• Utilize the City's newest newsletter, 'The Laguna Niguel Beacon,' as an additional communication tool to reach residents</li></ul> <p><b>Completed</b></p> <ul style="list-style-type: none"><li>• Increased the use of the City's mass email functions and improved user experience</li><li>• Revamped the City app and increased usage</li><li>• Developed Communications Plan</li><li>• Obtained email Marketing software to consistently disseminate important information to all City stakeholders</li><li>• Created and held internal monthly communications team meetings</li><li>• Created an online City services portal</li><li>• Consistently used video content for outreach</li><li>• Procured necessary telephonic and virtual technology to communicate internally and externally</li><li>• Increased user engagement and followers on Instagram</li></ul>

LEGEND	
	Ongoing/In Progress
	On Schedule



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**Goal # 6: Communication and Community Outreach**

<b>Strategy</b>	<b>3. Update City Audio Visual Production Services and Quality</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• Issue and complete Request for Proposals (RFP)</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• Assistant City Manager</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• Management Analyst</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• Allocate Funding in the Fiscal Year 2024-2025 budget process</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• Ongoing</li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>• Obtain approval for Audio Visual vendor's contract</li><li>• Enhance the City Cox Channel 853 with regular updates</li><li>• Produce consistent, high-quality videos of City Council meetings and community events</li></ul>
<b>Strategy</b>	<b>4. Enhance Existing Partnerships and Regular Communication with Key Stakeholders</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• Hold quarterly meetings with regional stakeholders to improve government services</li><li>• Expand upon media point of contact document</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• City Manager, Assistant City Manager, Public Works Department</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• OCSD, OCFA, CUSD, Mission Viejo Animal Services, SDGE, SCE, MNWD, SoCalGas, etc</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• Management Analyst, Public Works Department</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• Ongoing</li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>• Host quarterly meetings with regional stakeholders</li></ul>
<b>Strategy</b>	<b>5. Leverage Data Analysis to Curate Citywide Messaging</b>
<b>Key Implementation Task</b>	<ul style="list-style-type: none"><li>• Conduct data analysis to establish baseline indicators</li><li>• Further develop a strategic messaging strategy</li></ul>
<b>Lead Responsibility</b>	<ul style="list-style-type: none"><li>• Assistant City Manager</li></ul>
<b>Other Agencies Involved</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b>Staff Resources</b>	<ul style="list-style-type: none"><li>• Management Analyst</li></ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• Ongoing</li></ul>
<b>Success Indicators</b>	<ul style="list-style-type: none"><li>• Fully develop a data-driven citywide messaging strategy</li></ul>

LEGEND	
	Ongoing/In Progress
	On Schedule