



# Laguna Niguel

## STRATEGIC PLAN



APRIL 2023



## 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.



## 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**

<b>Strategy</b>	<b>Key Implementation Tasks</b>	<b>Lead Responsibility</b>	<b>Other Agencies Involved</b>	<b>Staff Resources</b> (List staff available and staff needed)	<b>Financial Resources</b> (List funding available and needed)	<b>Timeline</b> Note the year to start and year to complete	<b>Success Indicators</b> (How impact or result of this strategy will be measured)
1. Maintain current service levels	<ul style="list-style-type: none"> <li>Monitor Calls for Service on an annual basis</li> </ul>	Chief of Police Services, Administrative Sergeant	None at this time	No additional	If determination of additional resources is made	Staffing levels are still appropriate. No changes are needed at this time.	Maintaining staffing levels will help to maintain current crime levels.
2. Neighborhood Watch	<ul style="list-style-type: none"> <li>Continue to increase Neighborhood Watch <b>in multi-family &amp; single-family neighborhoods</b></li> <li>Coordinate with property management companies of apartment buildings</li> <li>Walk the Kids to School Day (Quarterly)</li> <li>Contact current HOAs not participating in Neighborhood Watch program</li> <li>Host town hall style Neighborhood Watch outreach to apartment &amp; multi-family housing complexes</li> </ul>	Crime Prevention Specialists (CPS), Administrative Sergeant	None	Crime Prevention Specialists  Current resources are adequate	None at this time	<p>Established relationships with multiple large apartment complexes within the City. An ongoing effort to add others.</p> <p>LNPS attended 23 Neighborhood Watch meetings.</p> <p>LNPS started 13 new Neighborhood Watch groups in 2022.</p>	<p>Increase participation from the apartment &amp; multi-family housing complexes by 25% annually.</p> <p>Continue to increase Neighborhood Watch Meetings</p>

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3. Share resources with surrounding communities	<ul style="list-style-type: none"> <li>• Study 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> </ul>	City Manager Chief of Police Services Emergency Management	Neighboring cities	City Manager, Chief of Police Services, Emergency Management. No additional at this time.	None at this time	Ongoing	<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> </ul> <p><u>Update</u> Currently collaborating with the Behavior Health Bureau on providing homeless services</p> <p>Access has been granted to Flock System for Neighboring cities</p>

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4. Technology surveillance community workshops	<ul style="list-style-type: none"> <li>• Including technology surveillance in community and Neighborhood Watch Meetings</li> </ul>	Crime Prevention Specialists	None	Crime Prevention Specialists, no additional	None	2020-2023	Increase education to the public on the uses of surveillance technology
5. Strategic Trail Safety Monitoring	<ul style="list-style-type: none"> <li>• Strategic Implement of cameras on trails</li> </ul>	Chief of Police Services, Administrative Sergeant	None	No Additional	\$12,000	Anticipated completion by July 1, 2023.	Increase in the number of crimes solved

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6. Community wide public safety public relations campaign	<ul style="list-style-type: none"> <li>• Utilize social media platforms, message boards, Neighborhood and Business Watch, HOA meetings to send message</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> </ul>	Chief of Police Services, Crime Prevention Specialist, Emergency Management Coordinator	OCSD	City Manager's Office, Public Works, PIO	None	<p>Ongoing</p> <p>Update Neighborhood Watch meetings are being conducted. Social media usage is increasing.</p> <p>Nixle is also being used for sending notifications to residents, e.g., road closures and emergency notifications.</p> <p>Monthly Chief's Brief and community education program</p>	Decrease in property crime, increase in social media followers and memberships

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7. OCFA CPR Training	<ul style="list-style-type: none"> <li>Public education (Chest compressions only training)</li> </ul>	OCFA Emergency Management Coordinator	None	No Additional	None	Ongoing  Update: OCFA has led a CPR education session at the Emergency Preparedness Fair and a session for City Staff	Increase in the number of residents who are CPR trained.
8. Business Watch/Business Enhancement Team	<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>	Crime Prevention Specialist, Administrative Deputies	None	Volunteers, Crime Prevention Specialists, Administrative Deputies	None	Ongoing	Implementation of the program with a goal of 100% participation of businesses

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**Goal # 2: Fiscal Sustainability**

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1. Analyze and monitor current fee structure to maintain reasonably low fees for our residents.	<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 City Council for approval</li> </ul>	Finance Director & Executive Team	N/A	Department Directors & Key Support Staff	N/A	<p>Ongoing</p> <p><u>Update</u></p> <p>In June 2022, a Resolution was adopted to approve a fee that allows the credit card fee to be paid by the customer.</p> <p>In July 2022, a Resolution was adopted for a fee for Communication Facilities in the Public Right-of-Way.</p> <p>Community Development fees discussion as part of the FY 2023-24 budget.</p> <p>Athletic Facilities Fee Adopted Update (March 2023)</p> <p>Aquatics Facilities Fee Update (April 2023)</p>	<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> </ul>

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2. Explore regional partnerships for cost savings	<ul style="list-style-type: none"> <li>• Meet with agencies to gauge support for working together</li> <li>• Discuss specific opportunities or identify opportunities</li> <li>• Negotiate and establish parameters for service partnership, i.e. scope, governance, delivery, and cost sharing</li> <li>• Lay groundwork necessary for partnership function, including setting up systems, creating a governance body, obtain voter approval, and undertake an information program.</li> </ul>	City Council and Executive Team	Cities, Counties, Joint Power Authorities	City Manager and Executive Staff	Funding or savings would be determined at a later date based upon the service area.	Ongoing  <span style="color: red;"><u>Update</u></span> <span style="color: red;">The County of Orange is exploring Cooperative Purchasing Consortium with all Cities in Orange County. Laguna Niguel is participating in these ongoing discussions</span>	<ul style="list-style-type: none"> <li>• Through substantial cost savings with a service level equivalent to or better than the current service level being provided</li> <li>• Secure shared Homeless Emergency Aid Program funding for homeless outreach services in south county</li> </ul>

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

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1. Inventory of all components of open space	<ul style="list-style-type: none"> <li>• Create inventory map and list of all open spaces in the City</li> </ul>	Public Works Director, Parks and Recreation Director, Community Development Director	None	Consultant Required, Parks and Recreation Director, Community Development Staff	2022-2023 Budget	<p>2021-2024</p> <p><u>Update:</u> Inventory is 25% complete through Phase One (trails). Phase Two (remaining open space components) will be completed by June 2024.</p> <p>RFP will be closing at the end of March</p>	Complete inventory
2. Identify potential threats (environmental and legislative mandates)	<ul style="list-style-type: none"> <li>• Create a list of all threats</li> <li>• Communicate with Homeowner's Associations</li> <li>• Confirm Ownership of high-fire areas in the City</li> </ul>	Parks and Recreation Director, Community Development Director	OCFA	In-house	TBD	Ongoing	Complete list of all threats

LEGEND	
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3. Cross-agency coordination and communication	<ul style="list-style-type: none"> <li>• Research and collect information</li> <li>• Communicate any emergency plans to the community</li> <li>• Staff attendance at the Coastal Green Belt Authority Meetings and OC Trails Subcommittee</li> <li>• Work with neighboring cities regarding trail connectivity and education</li> </ul>	Parks and Recreation Director	County of Orange, State of California Coastal Commission, Coastal Greenbelt Authority, Utility Companies	In-house	TBD	Ongoing	Successful coordination
4. 10-year trails and open space and maintenance plan	<ul style="list-style-type: none"> <li>• Assign oversight of Open Space to Parks and Recreation Commission</li> </ul>	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  Will be included in FY 2023-24 budget.	2021-2024  RFP is in circulation and will be closing at the end of March.	Completion of a 10-year maintenance plan  Estimated completion December 2024.

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5. Public education	<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 OCSD/CUSD electric bicycle safety action plan.</li> </ul>	City Manager and Parks and Recreation Director	OC Parks, Surrounding municipalities	In-house	TBD	<p>Ongoing</p> <p><u>Update:</u> Trek the Trails program took place in October 2022</p> <p>Celebrated Bike Month in May 2022 with four Bike and Trail Events</p> <p>Implemented new trail signage and trail map</p>	<ul style="list-style-type: none"> <li>Increased public education</li> <li>Website</li> <li>Social media</li> <li>Print</li> </ul>

LEGEND	
	Complete
	Ongoing/In Progress
	On Schedule
	Proposed

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**Goal # 4: Infrastructure and Technology**

<b>Strategy</b>	<b>Key Implementation Tasks</b>	<b>Lead Responsibility</b>	<b>Other Agencies Involved</b>	<b>Staff Resources</b> (List staff available and staff needed)	<b>Financial Resources</b> (List funding available and needed)	<b>Timeline</b> Note the year to start and year to complete	<b>Success Indicators</b> (How impact or result of this strategy will be measured)
1. Energy efficiency evaluation	<ul style="list-style-type: none"> <li>Issue RFP and award contract for consultant to evaluate City facilities energy usage           <ul style="list-style-type: none"> <li>Identify priority project list for energy efficiency program</li> <li>Prepare City Council report summarizing findings</li> </ul> </li> </ul>	Public Works Director	None	Consultant Required	TBD <span style="color: red;">Update Included in the FY 2023-2024 budget</span>	2021-2023 <span style="color: red;">Update City Council awarded the contract in April 2023  Anticipated completion in December 2023</span>	Reduction in utility costs
2. Technology Element (General Plan Update)	<ul style="list-style-type: none"> <li>Include as part of scope in preparing the update of the General Plan</li> </ul>	Community Development Director, IT Services	None	Consultant Required	TBD <span style="color: red;">Update Will be included with the General Plan Update</span>	2020-2024 <span style="color: red;">Prioritize with other studies  Update Will be included with the General Plan Update</span>	Completed element components
3. Infrastructure Study	<ul style="list-style-type: none"> <li>Evaluate the infrastructure and maintenance needs of the City.</li> </ul>	Public Works Director	None	Consultant Required	TBD	2021 – RFP 2022 – Parks 2023 Facilities 2024 – Streets	Complete study

LEGEND	
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# City of Laguna Niguel Strategic Plan Implementation Action Plan

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)
4. Smart Cities Solutions	<ul style="list-style-type: none"> <li>• EV Charging Stations</li> <li>• Enhanced technology city-wide</li> <li>• Broadband discussion/Review</li> </ul> <p><u>Update:</u> The city upgraded the point-to-point connection from the Crown Valley Community Center to City Hall from 100mbps to 500mbps in late-Summer 2022. The Crown Valley Park facility obtains its internet connection through City Hall, which means there is now a 500Mbps connection to City Hall resources and the internet.</p> <ul style="list-style-type: none"> <li>• Increase wireless capabilities at City Hall, Community Centers, and Crown Valley Park</li> </ul>	Public Works Director/ IT Director	None	Public Works Department/ IT Services	CIP Budget	Annually	Completion of Smart Cities Capital Improvement Projects

Legend	
Yellow	Complete
Green	Ongoing/In Progress
Blue	On Schedule
Orange	Proposed

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	<p><u>Update:</u> IT services replaced an aging wireless system with a new (Cisco Meraki) wireless solution. The new wireless solution is faster, stronger, and available in more areas around City Hall. This new system is more secure and compliant with all major security standards and regulations. Management capabilities have also been enhanced, resulting in efficiencies. The Sea Country Senior and Community Center is scheduled to be updated with the same Meraki system in early Spring 2023.</p>				<p><u>Update</u> Traffic Management Center Implementation: Grant funding obtained from OCTA to connect fiber optic services all along crown valley parkway/ Moulton back to City Hall</p>	<p><u>Update</u> Traffic Management Center design will be completed in 2024/25</p>	

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	<p><u>Smart Park</u></p> <p>IT services worked with a 3<sup>rd</sup> party vendor to implement a public outdoor wireless access system pilot program to cover the amphitheater areas at Crown Valley Park. The pilot project is being completed/evaluated in phases. Phase 1 was planned, installed, and configured as proof of concept (POC) to validate functionality and ease of use. Dependent upon phase 1's results, a 2<sup>nd</sup> phase would expand into additional areas of the park, including the soccer fields and the Niguel Botanical Preserve.</p>						

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5. Active Transportation Study	<ul style="list-style-type: none"> <li>• Obtain grants</li> <li>• Select consultant</li> <li>• Complete study</li> </ul>	Public Works Director	None	Public Works Department	City match funding	2023-2025	Study is completed
6. Public Works Facility	<ul style="list-style-type: none"> <li>• Identify potential locations for the facility</li> </ul>	City Manager, Public Works Director	None	N/A	TBD	TBD	Potential locations are identified

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

<b>Strategy</b>	<b>Key Implementation Tasks</b>	<b>Lead Responsibility</b>	<b>Other Agencies Involved</b>	<b>Staff Resources</b> (List staff available and staff needed)	<b>Financial Resources</b> (List funding available and needed)	<b>Timeline</b> Note the year to start and year to complete	<b>Success Indicators</b> (How impact or result of this strategy will be measured)
1. Local Coastal Program Updates	<ul style="list-style-type: none"> <li>• Prepare Local Coastal Program updates (In Progress)</li> <li>• Work with California Coastal Commission staff to refine updates (In Progress)</li> <li>• Planning Commission review</li> <li>• City Council adoption</li> </ul>	Community Development Department	California Coastal Commission	<u>Available</u> City Manager City Attorney CD Director DS Manager Senior Planner Contract Staff	<u>Available</u> \$20,000 (SB2)	2020 – 2023  (Pending California Coastal Commission review process)	City Council Adoption of Local Coastal Program Updates
2. Gateway Specific Plan Update	<ul style="list-style-type: none"> <li>• Assessment of existing gateway specific plan</li> <li>• Designation of staff lead</li> <li>• Commission studies as needed</li> <li>• Preparation of Draft update report</li> <li>• Planning commission and city council review</li> </ul>	Community Development Department	None	One additional Full Time Employee  Consultants and contract staff	Will be included in FY 2023-2024 budget.  The cost for one additional full-time employee is \$150,000 annually (salaries & benefits)	2023-2024	Completion of Gateway Specific Plan Update

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3. Comprehensive General Plan Update	<ul style="list-style-type: none"> <li>Explore grant opportunities (In Progress)</li> <li>Consultant RFP/selection (In Progress)</li> <li>Complete baseline assessment (In Progress)</li> <li>Conduct special studies (In Progress)</li> <li>Community engagement (In Progress)</li> <li>Prepare plan update/EIR</li> <li>Planning Commission review</li> <li>City Council adoption</li> </ul>	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> \$750,000  <u>Needed</u> \$750,000  <u>Funding</u> allocated each year for the next phase in the General Plan Updates Process	2021 – 2025  <u>RFP will be released in late spring for public communication, drafting documents, and EIR. Awarding of the contract will be in early summer.</u>	City Council Adoption of Plan Update
4. Federal Building Area Land Use Study	<ul style="list-style-type: none"> <li>Finalize consultant Agreement (Completed)</li> <li>Conduct Technical Advisory Panel</li> <li>Prepare final study</li> </ul>	Community Development Department	General Services Administration, Public Building Reform Board, OC Sheriffs, OCFA, MNWD	<u>Available</u> City Manager CD Director DS Manager Senior Planner PW Director P&R Director  <u>Needed</u> Contract Staff	<u>Available</u> \$12,500	2023 <u>(Pending General Services Administration property disposal process)</u>	Completion of Study

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5. Design Guidelines Update	<ul style="list-style-type: none"> <li>• Consultant RFP/selection</li> <li>• Preparation of guidelines update</li> <li>• City Council adoption</li> </ul>	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	2024  (Pending HCD clarification on objectivity requirements)	City Council Adoption of Guidelines Update
6. Trails Master Plan Update	<ul style="list-style-type: none"> <li>• Consultant RFP/selection (Completed)</li> <li>• Update trail inventory (In Progress)</li> <li>• Update trail design standards (In Progress)</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>	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>Available</u> \$15,000	2022—2023 2024  Update: The plan is underway as of 2022. The draft update will be presented to the City Council in 2023.	City Council Adoption of Plan Update

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7. Town Center Area Specific Plan	<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>	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
8. Business Attraction/ Retention/ Education	<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> <li>• <b>Business registry</b></li> </ul>	Community Development Department	N/A	<u>Available</u> City Manager CD Director DS Manager Senior Planner  <u>Needed</u> Contract Staff	TBD	On-going (Annual)	Hosting/ Attendance of Events, Dissemination of City Promotional Materials, Provision of Guidance to Existing and Potential Businesses

LEGEND	
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9. Regional Planning	<ul style="list-style-type: none"> <li>Participation in:           <ul style="list-style-type: none"> <li>- Orange County Council of Governments Technical Advisory Committee</li> <li>- Cities Advisory Committee</li> <li>-Topical meetings/webinar</li> </ul> </li> </ul>	Community Development Department	Southern California Association of Governments, Orange County Council of Governments Technical Advisory Committee, Center for Demographic Research, OCTA, County of Orange, Planning Directors Association of Orange County, League of Cities Planning Directors Association of Orange County, South Orange County Sober Living & Recovery Task Force	<u>Available</u> CD Director DS Manager Senior Planner	TBD	On-going (Annual)	Participation in Regional Planning Efforts

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10. Municipal/Zoning Code Update	<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> <li><b>Council requested a comprehensive municipal code update.</b></li> </ul>	Community Development Department, <b>City Manager's Office</b>	Varies	<u>Available</u> City Manager City Attorney CD Director DS Manager Senior Planner  <u>Needed</u> Contract Staff  <u>Consultant</u> , Deputy City Manager, City Clerk	TBD  Will be included in FY 2023-2024 budget.	On-going (Annual)  2023-2025	City Council Adoption of Bi-Annual (2x/year) Code Updates  <b>Completion of comprehensive municipal code update</b>
11. Community Development Block Grant Program	<ul style="list-style-type: none"> <li>Prepare 5-year Consolidated Plan/Analysis of Impediments <b>(Completed)</b></li> <li>Prepare Annual Action Plan</li> <li>Activity monitoring</li> <li>Prepare Consolidated Annual Performance and Evaluation Report</li> </ul>	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 \$150,000 (CDBG-CV)	On-going (Annual)	Award of Annual Grants/ Compliance with HUD Regulations

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12. Weed Abatement Program	<ul style="list-style-type: none"> <li>• Compilation of properties list</li> <li>• Property owner notification</li> <li>• Property inspection</li> <li>• City abatement (as needed)</li> <li>• Property assessment (as needed)</li> </ul>	Community Development Department	OCFA	<u>Available</u> CD Director Senior Planner Code Compliance Inspector	TBD	On-going (Annual)	Completion of Annual Inspections/ Abatement
13. Water Quality Inspection Program	<ul style="list-style-type: none"> <li>• Property owner notification</li> <li>• Property inspections</li> <li>• Code compliance follow-up (as needed)</li> <li>• Inspection reporting</li> </ul>	Community Development Department	Regional Water Quality Control Board	<u>Available</u> CD Director Senior Planner Code Compliance Inspector	TBD	On-going (Annual)	Completion of Annual Inspections/ Reporting
14. Housing Program	<ul style="list-style-type: none"> <li>• Affordable unit monitoring</li> <li>• Housing Element Annual Progress Report</li> <li>• <b>Housing Element Certification by HCD</b></li> </ul>	Community Development Department	HCD	<u>Available</u> CD Director Senior Planner	<u>Available</u> \$25,000 (Regional Early Action Planning)	On-going (Annual)	Completion of Annual Monitoring/ Reporting/ Housing Element Certification

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15. Concierge Service Program	<ul style="list-style-type: none"> <li>• Building permit process streamlining</li> <li>• Entitlement process streamlining</li> <li>• Expansion/Improvement of support technology</li> </ul>	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> \$500,000 (SB2/Local Early Action Planning)	On-going (Annual)  <u>Update</u> <u>EnerGov Implementation underway</u>	Completion of Iterative Improvement Projects Related to Public Interface Activities

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

<b>Strategy</b>	<b>Key Implementation Tasks</b>	<b>Lead Responsibility</b>	<b>Other Agencies Involved</b>	<b>Staff Resources</b> (List staff available and staff needed)	<b>Financial Resources</b> (List funding available and needed)	<b>Timeline</b> Note the year to <b>start</b> and year to <b>complete</b>	<b>Success Indicators</b> (How impact or result of this strategy will be measured)
1. Social Media	<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 City social media platforms</li> <li>Commit to best standards for archival of all social media actions</li> </ul>	Deputy City Manager	None	Management Analyst	No additional funds needed	<p>In progress/Ongoing</p> <p><u>Update</u></p> <p>Facebook: 9,276 total followers; 1,793,334 reach (Jan. 1, 2022-Dec. 31, 2022)</p> <p>Nextdoor: 27,190 members; 340,075 impressions (Jan. 1, 2022-Dec. 31, 2022)</p> <p>Twitter: 3,190 followers; 431,993 impressions (Jan. 1, 2022-Dec. 31, 2022)</p> <p>As of December 31, 2022, the City has 9,260 Facebook Followers, ranking 3<sup>rd</sup> out of 20 Orange County Cities with a population under 70,000. In 2022, the City's Facebook Following grew by 2,408.</p> <p>On March 1, 2022, the City Council adopted the Social Media Policy.</p>	<p><b>IN PROGRESS</b></p> <p>Reach various benchmarks:</p> <ul style="list-style-type: none"> <li>Facebook: 10,000 followers and 600,000 annual reach</li> <li>Nextdoor: 25,000 members and 360,000 annual impressions</li> <li>Twitter: 5,000 followers and 240,000 annual impressions</li> <li>Gain enough Facebook followers to be in the top 10 in Orange County. The timeline for this success indicator is 2020-2022.</li> </ul> <p><b>COMPLETED</b></p> <ul style="list-style-type: none"> <li>Procure ArchiveSocial software</li> <li>Develop and implement expansive COVID-19 communications plan</li> </ul>

LEGEND	
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2. HOA Outreach	<ul style="list-style-type: none"> <li>• Meet with each HOA in the City</li> <li>• Subsequently Disseminate consistent information to each HOA</li> <li>• Explore additional group HOA outreach options</li> <li>• <b>Social Media</b> postings</li> <li>• Community Development Department Informational Booth</li> <li>• Quarterly HOA Newsletter</li> </ul>	City Manager, Community Development Department	Community Associations Institute, OCFA, CAL FIRE, CR&R, OCSD, and MNWD	Management Analyst, Community Development Department staff	No additional funds needed	<p>In progress/Ongoing</p> <p><b>Update:</b> City hosted three HOA Outreach Meetings for nearly 300 attendees in 2022.</p> <p>City produced its 5<sup>th</sup> HOA Quarterly Newsletter in October 2022.</p> <p>City actively promotes its HOA Resource Webpage on City's official social media platforms.</p> <p>City has partnered with Community Associations Institute, OCFA, CAL FIRE, CR&amp;R, OCSD, and MNWD to provide HOA Board Members and Property Managers with educational opportunities.</p>	<p><b>IN PROGRESS</b></p> <ul style="list-style-type: none"> <li>• Future HOA meetings to be scheduled</li> <li>• Explore the concept of group HOA meetings</li> <li>• Create a consistent outreach program calendar</li> <li>• City distributed a survey to all 128 HOAs regarding educational opportunities, working group discussions, community concerns, ideal means of communication, and interest in future City staff led events and meetings.</li> <li>• City to produce quarterly HOA newsletter.</li> </ul>

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

<b>Strategy</b>	<b>Key Implementation Tasks</b>	<b>Lead Responsibility</b>	<b>Other Agencies Involved</b>	<b>Staff Resources</b> (List staff available and staff needed)	<b>Financial Resources</b> (List funding available and needed)	<b>Timeline</b> Note the year to <b>start</b> and year to <b>complete</b>	<b>Success Indicators</b> (How impact or result of this strategy will be measured)
						<p>City hosted the 2022 H20 for HOA Event in coordination with MNWD, resulting in more than 125 attendees.</p> <p>City staff actively updates its HOA Contact Database and Property Manager information via social media, emails, and HOA Outreach Meetings.</p>	<ul style="list-style-type: none"> <li>• City to designate a staff point of contact in the Community Development Department for all HOA related items. <ul style="list-style-type: none"> <li>• City staff to host HOA event in November 2021.</li> <li>• Update HOA/Property Manager contact lists.</li> <li>• Maintain a presence and regular contact with Community/HOA stakeholders</li> </ul> </li> </ul>
3. Multiple communication strategies for extensive community outreach	<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> </ul>	City Manager	OCSD, OCFA, FAM, South County Outreach, CUSD, Mission Viejo Animal Services, Center,	Management Analyst, Community Development Department staff	No additional funds needed	<p>Ongoing/ In Progress</p> <p>Additional website navigational and organizational updates are conducted on a regular basis.</p>	<b>IN PROGRESS</b> <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> </ul>

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	<ul style="list-style-type: none"> <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> </ul>		SDGE, SCE, MNWD, SoCalGas, etc.			<p>The City actively tags public agencies partnered with the City to promote collaboration and engagement on social media, such as OCSD, OCFA, FAM, South County Outreach, CUSD, Mission Viejo Animal Services Center, SDGE, SCE, MNWD, SoCalGas, etc.</p> <p>The City hosted two HOA Outreach Meetings in 2022 and will host its 4<sup>th</sup> Biannual HOA Outreaching Meeting on March 30, 2023.</p> <p>The City distributes various communication resources curated for specific community members, such as weekly Economic Development E-Newsletter, quarterly HOA E-Newsletter, bi-monthly Senior Center</p>	<ul style="list-style-type: none"> <li>• Conduct Cost-benefit analysis of mailed newsletter</li> <li>• Successfully reach City residents who are difficult to connect with</li> <li>• Continue to fine-tune the completed website redesign</li> </ul> <p><b>COMPLETED</b></p> <ul style="list-style-type: none"> <li>• Increase use of City's mass email functions and improved user experience</li> <li>• Revamp the City app and increase usage.</li> <li>• Develop Communications Plan</li> <li>• Obtain email Marketing software to consistently disseminate important information to all City stakeholders</li> </ul>

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	<ul style="list-style-type: none"> <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> </ul>					<p>Activity Guide, and quarterly Recreation Brochure.</p> <p>Mayor's Messages have been utilized as an additional method of communication to promote public engagement.</p> <p>The 'Chief's Brief' monthly public safety video and the article began to be produced and published in January 2023.</p> <p>Updated existing and created additional new resource guides for housing and food needs, mental health, public safety, and special needs.</p> <p>The City continues to provide and promote its Featured Business Program to various local businesses.</p>	<ul style="list-style-type: none"> <li>• Create and hold internal monthly communications team meetings</li> <li>• Create an online City services portal</li> <li>• Consistently use video content for outreach</li> <li>• Procure necessary telephonic and virtual technology to communicate internally and externally</li> <li>• Implemented an expansive emergency communications plan in May 2022 for the Coastal Fire, resulting in: 94 social media posts; 22,417 total social media engagements; 311,149 social media impressions; 5</li> </ul>

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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)
						<p>Reengaged in the use of Nixle and further promoted the communication tool, resulting in an increase of 1,139 new subscribers in 2022.</p> <p>Mobile App utilized for traffic related and health/safety incidents.</p> <p>Note: User experience has been and will continue to be improved. As of Jan. 1, 2023, the City app has 4,912 downloads (2022 total increase of 616 users).</p> <p>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.</p>	<p>Facebook Live videos; 38,153 pageviews for the Coastal Fire webpage; 27 mobile app Notify Me, and News Flash notifications; 4 Press Releases; and joint press conferences</p> <p>Successful implementation of the new cloud-hosted VoIP Phone System for all of the City's four facilities.</p>

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						<p>The Community Development Department successfully launched an Economic Development subsite-website, which is actively finetuned to improve user experience and promote local businesses.</p> <p>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.</p> <p>FreeConferenceCall.com, Zoom, GoToMyPC, Microsoft Teams, and other virtual technology have been procured and used for internal and external communications, hosting</p>	

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						<p>meetings, and training sessions.</p> <p>Provided Virtual Brown Act Training to all newly appointed Commission and Committee Members.</p> <p>Extensive additional video content has been created, produced, and distributed monthly via social media platforms.</p>	

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