



Strategic Plan Update

Laguna Niguel 2050

The Pursuit of Happiness

March
2021



“The City’s first strategic plan was adopted in November 2019. **The strategic plan established a road map for the City’s future.**”



Background

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

The strategic plan was developed utilizing a collaborative process with a variety of stakeholders. Those included 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 lead to the development of the City's goals and strategies.

The City's success in 2020 has furthered the achievement of the goals established by the City Council. This 2021 strategic plan update reflects new and modified strategies and timelines to ensure those goals are achieved.

Elements of the Strategic Plan

There are six elements of this strategic plan.



- **Mission Statement:**
 - The mission statement provides the framework and direction for the City. It gives the rationale for programs that are carried out by the City and guides the prioritization of opportunities.
- **Vision:**
 - Where the mission states the purpose of the City, the vision describes the future of the City.
- **Values:**
 - The values describe how the members of the City Council and City staff conduct themselves.
- **Goals:**
 - A goal is a desired result for the City.
- **Strategies:**
 - The strategies are the specific projects that the City will complete to achieve each goal.
- **Implementation Action Plan:**
 - The implementation action plans are a detailed planning tool for showing each strategy, key tasks, financial resources needed, human resources needed, costs, and timelines to achieve each goal.

Our 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.

Our 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.

Our Values

Integrity
Excellence
Innovation
Security
Quality
Service



Goals

Goal 1: Public Safety

Goal 2: Fiscal Sustainability

Goal 3: Open Space & Environmental Preservation

Goal 4: Infrastructure & Technology

Goal 5: Economic & Community Development

Goal 6: Communication & Community Outreach

Implementation Action Plans

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

Goal # 1: Public Safety

Strategy	Key Implementation Tasks	Lead Responsibility	Other Agencies Involved	Staff Resources (List staff available and staff needed)	Financial Resources (List funding available and needed)	Timeline Note the year to start and year to complete	Success Indicators (How impact or result of this strategy will be measured)
1. Maintain current service levels	<ul style="list-style-type: none"> Monitor Calls For Service on annual basis 	Chief of Police Services, Administrative Sergeant	None at this time	No additional	If determination of additional resources is made	Call volume was mostly unchanged in 2019. Staffing levels are appropriate at this time.	Maintain staffing levels will help to maintain current crime levels
2. Neighborhood Watch (apartment/multi-family housing)	<ul style="list-style-type: none"> Continue to increase Neighborhood Watch Coordinate with management companies of apartment buildings Walk the Kids to School Day (Quarterly) 	Crime Prevention Specialists (CPS), Administrative Sergeant	None	Crime Prevention Specialists. Current resources are adequate	None at this time	Established relationships with multiple large apartment complexes within the City. On-going effort to add others.	100% participation from the apartment & multi-family housing complexes

LEGEND	
	Complete
	Ongoing/In Progress
	On Schedule
	COVID Delay

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3. Share resources with surrounding communities	<ul style="list-style-type: none"> Study feasibility of sharing resources with neighboring cities (i.e. emergency management, homeless services) 	City Manager Chief of Police Services Emergency Mgmt.	Neighboring cities	City Manager, Chief of Police Services, E.M. No additional at this time.	None at this time	Due to Covid-19, financial restrictions have limited opportunities. Opportunities will be explored when available	<ul style="list-style-type: none"> MOU's with surrounding agencies approved Attain shared county H.E.A.P grant funding for homeless services
4. Increase technology surveillance	<ul style="list-style-type: none"> License plate readers Surveillance cameras Strategic placement in crime hot spots 	Chief of Police Services, Administrative Sergeant	OCTA, Neighboring cities	No Additional	Initial Costs: Grant funding possibly available	2020-2023 <u>Update</u> In process. Met with technology companies. Obtaining bids.	Increase in the number of crimes solved
5. Technology surveillance community workshops	<ul style="list-style-type: none"> Ring and other security surveillance companies Obtain discount Codes for resident security Systems Conduct virtual security workshops for residents 	Crime Prevention Specialists	Ring, Arlo, any other surveillance system companies	Crime Prevention Specialists, no additional	None	2020-2023 <u>Update</u> Research being conducted.	Increase in usage/sales numbers for City from participating companies

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6. Community Idea Day	<ul style="list-style-type: none"> Hold quarterly idea day to gather input and suggestions from the community 	Chief of Police Services, Crime Prevention Specialist	N/A	City Manager's Office, PIO	None	Quarterly	Idea Days Conducted
7. Community wide public safety public relations campaign	<ul style="list-style-type: none"> Utilize social media platforms, message boards, Neighborhood and Business Watch, HOA meetings to send message 	Chief of Police Services, Crime Prevention Specialist	OCSD	City Manager's Office, Public Works, PIO	None	On-going	Decrease in property crime, increase in social media followers and memberships

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Goal # 2: Fiscal Sustainability

Strategy	Key Implementation Tasks	Lead Responsibility	Other Agencies Involved	Staff Resources <i>(List staff available and staff needed)</i>	Financial Resources <i>(List funding available and needed)</i>	Timeline <i>Note the year to start and year to complete</i>	Success Indicators <i>(How impact or result of this strategy will be measured)</i>
1. Citywide fee analysis	<ul style="list-style-type: none"> Retain consultant Gather Data Review draft with department heads and city manager Make changes to the draft report Present the report to the City Council 	Finance Director	N/A	Department Directors & Key Support Staff	\$50,000 included in FY 2019-20 Budget. No additional funding is needed.	Staff to complete and present for discussion as part of future budget discussions post 2021-2022	IN PROGRESS Updates and streamlined future fee schedule

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Implementation Action Plan**

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2. Explore regional partnerships for cost savings	<ul style="list-style-type: none"> Meet with agencies to gauge support for working together Discuss specific opportunity or identify opportunities Negotiate and establish parameters for service partnership, i.e. scope, governance, delivery, and cost sharing Lay groundwork necessary for partnership function, including setting up systems, creating a governance body, obtain voter approval, and undertake an information program. 	City Council and Executive Team	Cities, Counties, JPAs	City Manager and Executive Staff	Funding or savings would be determined at a later date based upon the service area.	Ongoing	<ul style="list-style-type: none"> Through substantial cost savings with a service level equivalent to or better than the current service level being provided Secure shared H.E.A.P funding for homeless outreach services in south county

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Goal # 3: Open Space and Environmental Preservation

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

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4. 10-year trails and open space and maintenance plan	<ul style="list-style-type: none"> Assign oversight of Open Space to Parks and Recreation Commission 	Parks and Recreation Director, Community Development Director, Public Works Director	County of Orange, State Regulatory Agencies, Pertinent Federal Agencies	Parks and Recreation Staff, Community Development Staff, Consultant required to develop plan	TBD based on maintenance plan outcome	2021-2024	Completion of a 10-year maintenance plan
5. Public education	<ul style="list-style-type: none"> Update website, flyers, etc. to include Open Space information similar and in conjunction with Trails information 	City Manager and Parks and Recreation Director	None	In-house	TBD	Ongoing <u>Update:</u> New City website was launched in Summer 2020 and additional information will be included on open space, environmental programs and wetlands.	<ul style="list-style-type: none"> Increased public education Website Social media Print

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6. Park and Recreation Master Plan Update	<ul style="list-style-type: none"> • Consultant RFP/selection • Update parks inventory • Update programs inventory • Update recommendations • Prepare draft document • Parks & Recreation Commission/City Council review 	Public Works and Parks and Recreation	OC Parks	<u>Available</u> PW Director P&R Director <u>Needed</u> Consultant	<u>Needed</u> \$175,000	2022-2023	Adoption of Plan Update

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Goal # 4: Infrastructure and Technology

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

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4. City park needs evaluation study	<ul style="list-style-type: none"> Evaluate the City's parks to determine the current and future needs Draft and release RFP in February 2021 (completed) 	Public Works Director/Parks and Recreation Director	None	Consultant Required	TBD	2021-2022	Complete the study and present findings to the City Council
5. Smart Cities Solutions	<ul style="list-style-type: none"> EV Charging Stations Enhanced technology city-wide Broadband discussion/Review Increase wireless capabilities at City Hall, Community Centers, and at Crown Valley Park 	Public Works Director	None	Public Works Department	CIP Budget	Annually	Completion of Smart Cities Capital Improvement Projects

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Goal # 5: Economic and Community Development

Strategy	Key Implementation Tasks	Lead Responsibility	Other Agencies Involved	Staff Resources (List staff available and staff needed)	Financial Resources (List funding available and needed)	Timeline Note the year to start and year to complete	Success Indicators (How impact or result of this strategy will be measured)
1. Redevelopment of Former County Courthouse Site	<ul style="list-style-type: none"> Coordinate with County/ applicant team to determine status of pending City Center development application Completion of application review (as needed) Completion of EIR (as needed) Planning Commission/City Council review (as needed) 	Community Development Department	County of Orange	<u>Available</u> City Manager City Attorney CD Director DS Manager Senior Planner PW Director	<u>Available</u> \$250,000 (Developer Funded)	2019 – 2021	Approval of Redevelopment Plan
2. Local Coastal Program Updates	<ul style="list-style-type: none"> Engage California Coastal Commission to determine project scope (Completed) Prepare LCP updates Planning Commission/City Council review California Coastal Commission review 	Community Development Department	California Coastal Commission	<u>Available</u> City Manager City Attorney CD Director DS Manager Senior Planner <u>Needed</u> Consultant	<u>Available</u> \$65,000 (SB2)	2020 – 2021	Certification of Local Coastal Program Updates

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3. Housing Element Update	<ul style="list-style-type: none"> Consultant RFP/selection (Completed) Prepare element update Planning Commission/ City Council review 	Community Development Department	California Department of Housing and Community Development	<u>Available</u> City Manager City Attorney CD Director Senior Planner <u>Needed</u> Consultant	<u>Available</u> \$88,000 (SB2) \$75,000 (LEAP)	2020 – 2021	Adoption of Element Update
4. Streamline Development Review Process	<ul style="list-style-type: none"> Assessment/ improvements to public counter operations Permitting software update Implementation of electronic plan review Upgrade GIS/document imaging software 	Community Development Department	N/A	<u>Available</u> CD Director DS Manager Senior Planner Asst./Assoc. Planner City Clerk IT Support <u>Needed</u> Consultant	<u>Available</u> \$105,000 (LEAP)	2020 – 2022	Completion of Software Update, Review/ Update of Public Educational Materials
5. City California Environmental Quality Act Guidelines	<ul style="list-style-type: none"> Consultant RFP/selection (Completed) Phase 1: Draft/City Council adoption of VMT guidelines (Completed) Phase 2: Draft/City Council adoption of remaining guidelines 	Community Development Department	N/A	<u>Available</u> City Manager City Attorney CD Director DS Manager Senior Planner PW Director <u>Needed</u> Consultant	<u>Available</u> \$30,000 (LEAP)	2020 – 2021	Adoption of Guidelines

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6. Gateway Specific Plan Minor Revision	<ul style="list-style-type: none"> Consultant RFP/selection Conduct technical studies Prepare plan revisions (as needed) EIR addendum (as needed) Planning Commission/City Council review (as needed) 	Community Development Department	OC Sheriffs	<u>Available</u> City Manager City Attorney CD Director DS Manager Senior Planner PW Director P&R Director <u>Needed</u> Consultant	<u>Available</u> \$155,000 (SB2)	2021	Completion of 5-Year Review, Adoption of Plan Revisions (As Needed)
7. General Plan Update	<ul style="list-style-type: none"> Consultant RFP/selection Complete baseline assessment Conduct special studies Prepare plan update/EIR Planning Commission/City Council review Allocate funding annually in budget process Explore grant opportunities 	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> Consultant	<u>Needed</u> \$2,000,000	2021 – 2025	Adoption of Plan Update

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8. Wireless Telecommunications Regulations Update	<ul style="list-style-type: none"> Consultant RFP/selection Update existing wireless lease/rent schedule Draft design standards/code amendments (as needed) Planning Commission review (as needed) City Council review 	Community Development Department	Federal Communications Commission	<u>Available</u> City Manager City Attorney CD Director DS Manager Senior Planner PW Director <u>Needed</u> Consultant	<u>Needed</u> \$50,000	2022	Adoption of Program/Regulations
9. Federal Building Area Land Use Study	<ul style="list-style-type: none"> Finalize consultant Agreement (Completed) Conduct technical advisory panel Prepare final study 	Community Development Department	GSA PBRB OC Sheriffs OCFA MNWD	<u>Available</u> City Manager City Attorney CD Director DS Manager Senior Planner PW Director P&R Director <u>Needed</u> Consultant	<u>Needed</u> \$18,000	2022	Completion of Study

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10. Design Guidelines Update	<ul style="list-style-type: none"> Consultant RFP/selection Preparation of guidelines update City Council review 	Community Development Department	N/A	<u>Available</u> City Manager City Attorney CD Director DS Manager Senior Planner <u>Needed</u> Consultant	<u>Available</u> \$20,000 (LEAP)	2022	Adoption of Guidelines Update
11. Trails Master Plan Update	<ul style="list-style-type: none"> Consultant RFP/selection Update trail inventory Update trail design standards Update improvement priorities Prepare draft document Planning Commission/Parks & Recreation Commission/City Council review 	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> Consultant	<u>Needed</u> \$125,000	2022	Adoption of Plan Update

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12. Federal Building Area Specific Plan	<ul style="list-style-type: none"> • Consultant RFP/selection • Preparation of specific plan/ EIR • Planning Commission/City Council review 	Community Development Department	GSA PBRB OC Sheriffs OCFA MNWD	<u>Available</u> City Manager City Attorney CD Director DS Manager Senior Planner PW Director P&R Director <u>Needed</u> Consultant	<u>Needed</u> \$500,000 (Developer Funded)	2023 – 2024	Adoption of Plan
13. Town Center Area Specific Plan	<ul style="list-style-type: none"> • Consultant RFP/selection • Preparation of specific plan/supplemental EIR (assumes prior GP update) • Planning Commission/City Council review 	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> Consultant	<u>Needed</u> \$500,000	2025 – 2026	Adoption of Plan

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14. Business Attraction/ Retention/ Education	<ul style="list-style-type: none"> Promotional materials Broker services Regional Economic Development Working Group participation SCORE events 	Community Development Department	N/A	<u>Available</u> City Manager CD Director DS Manager Senior Planner	<u>Available</u> \$40,000 <u>Needed</u> \$35,000	On-going (Annual)	Hosting/ Attendance of Events, Dissemination of City Promotional Materials, Provision of Guidance to Existing and Potential Businesses
15. Community/ Commercial Stakeholder Engagement	<ul style="list-style-type: none"> Social media postings Community Development Department informational booth Commercial stakeholder meetings Coordination with the Laguna Niguel Chamber of Commerce Weekly Economic Development Newsletter 	Community Development Department	N/A	<u>Available</u> City Manager CD Director DS Manager Senior Planner	N/A	On-going (Annual)	Maintain a Presence and Regular Contact with Community/ Commercial Stakeholders

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16. Regional Planning	<ul style="list-style-type: none"> Participation in: <ul style="list-style-type: none"> -Orange County Council of Governments Technical Advisory Committee -Regional Transportation Plan/Sustainable Communities Strategies -Regional Housing Needs Assessment -Cities Advisory Committee 	Community Development Department	SCAG OCCOG TAC CDR OCTA County of Orange	<u>Available</u> CD Director DS Manager Senior Planner	N/A	On-going (Annual)	Participation in Regional Planning Efforts
17. Municipal/Zoning Code Update	<ul style="list-style-type: none"> Develop amendment schedule Conduct special studies (as needed) Draft code language Planning Commission/City Council review 	Community Development Department	Varies	<u>Available</u> City Manager City Attorney CD Director DS Manager Senior Planner <u>Needed</u> Consultant	<u>Available</u> \$25,000 (SB2) Consultant costs vary by task and will be addressed as part of future budgeting efforts as applicable.	On-going (Annual)	Adoption of Bi-Annual (2x/year) Code Updates

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18. Community Development Block Grant Program	<ul style="list-style-type: none"> • Prepare 5-year Consolidated Plan/Analysis of Impediments/annual Action Plan • Activity monitoring • Prepare Consolidated Annual Performance and Evaluation Report 	Community Development Department	HUD	Available City Manager City Attorney CD Director Senior Planner PW Director	Available \$330,000 (CDBG) Additional COVID-19 \$551,000 (CDBG-CV)	On-going (Annual)	Award of Annual Grants/ Compliance with HUD Regulations
19. Weed Abatement Program	<ul style="list-style-type: none"> • Adoption of properties list • Property owner notification • Property inspection • City abatement (as needed) • Property assessment (as needed) 	Community Development Department	OCFA	Available CD Director Senior Planner	Available \$20,000	On-going (Annual)	Completion of Annual Inspections/ Abatement
20. Water Quality Inspection Program	<ul style="list-style-type: none"> • Property owner notification • Property inspections • Code compliance follow-up (as needed) • Inspection reporting 	Community Development Department	Regional Water Quality Control Board	Available CD Director Senior Planner Code Compliance Inspector	Available \$25,000	On-going (Annual)	Completion of Annual Inspections/ Reporting

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21. Housing Program	<ul style="list-style-type: none"> Affordable unit monitoring Housing Element Annual Progress Report 	Community Development Department	HCD	<u>Available</u> CD Director Senior Planner	N/A	On-going (Annual)	Completion of Annual Monitoring/ Reporting

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IAP Goal # 5 Timeline

[illegible]

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Goal # 6: Communication and Community Outreach

Strategy	Key Implementation Tasks	Lead Responsibility	Other Agencies Involved	Staff Resources (List staff available and staff needed)	Financial Resources (List funding available and needed)	Timeline Note the year to start and year to complete	Success Indicators (How impact or result of this strategy will be measured)
1. Social Media	<ul style="list-style-type: none"> Post consistent meaningful content across all social media platforms Conduct page growth advertisements that encourage residents follow City social media platforms Create robust COVID-19 social media communications campaign Commit to best standards for archival of all social media actions Adoption of Social Media Policy 	Deputy City Manager	None	Management Analyst	No additional funds needed	<p>In progress</p> <p><u>Update</u> Facebook: 5,260 likes, 1,405,044 reach (Jan. 1, 2020 – Jan. 31, 2021)</p> <p>Nextdoor: 22,183 members, 1,275,549 impressions (Jan. 1, 2020 – Jan. 31, 2021)</p> <p>Twitter: 2,947 followers, 609,542 impressions (Jan. 1, 2020 – Jan. 31, 2021)</p> <p>Note: As of Jan. 31, 2021, over 915 posts have been released from the City regarding COVID-19.</p>	<p>IN PROGRESS Reach various benchmarks:</p> <ul style="list-style-type: none"> Facebook: 10,000 likes and 600,000 annual reach Nextdoor: 25,000 members and 360,000 annual impressions Twitter: 5,000 followers and 240,000 annual impressions Gain enough Facebook likes to be in top 10 in Orange County. Timeline for this success indicator is 2020-2022. <p>COMPLETED</p> <ul style="list-style-type: none"> Procure ArchiveSocial software Develop and implement expansive COVID-19 communications plan

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Implementation Action Plan**

Goal # 6: Communication and Community Outreach

2. HOA Outreach	<ul style="list-style-type: none"> • Meet with each HOA in the City • Subsequently Disseminate consistent information to each HOA • Explore additional group HOA outreach options 	City Manager	None	Management Analyst, Community Development Department staff	No additional funds needed	<p>In progress/COVID-19 Delay</p> <p>Note: Prior to COVID-19, the Mayor and City staff began visiting community HOAs. In-person meetings have been temporarily suspended due to COVID-19.</p> <p>Note: Community Development Department has reached out to all HOAs regarding COVID-19 and state-issued guidelines for amenities, use of public spaces, maintenance crew practices, community pools, parking, and towing enforcement. In addition, letters were sent to all HOAs prior to COVID-19 regarding potential Mayor visits to discuss the City's Strategic Plan and overall updates from the City</p>	<p>IN PROGRESS</p> <ul style="list-style-type: none"> • City has met with several HOA's prior to COVID-19 • Future HOA meetings to be scheduled • Explore concept of group HOA meetings • Create consistent outreach program calendar
3. Multiple communication strategies for extensive community outreach	<ul style="list-style-type: none"> • Maintain social media presence • Improve upon website content and user experience • Improve upon City app usage and direct communications 	City Manager	None	Management Analyst, Community Development Department staff	No additional funds needed	<p>Ongoing/ In Progress</p> <p><u>Update</u> New website launched – August 2020.</p> <p>Note: Prior to COVID-19, Mayor and City staff began meeting with each HOA.</p>	<p>IN PROGRESS</p> <ul style="list-style-type: none"> • Reach all social media benchmarks • Continue stakeholder outreach meetings and meet with HOAs and property owners

LEGEND	
	Complete
	Ongoing/In Progress
	On Schedule
	COVID Delay

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

Goal # 6: Communication and Community Outreach

	<ul style="list-style-type: none"> • Hold in-person meetings with stakeholders • Hold virtual meetings with stakeholders • Target age specific groups • Explore usage of printed mailed newsletter • Increase digital/online outreach to community organizations • Continue and grow outreach meetings with HOAs and property owners • Explore additional methods of communication and outreach that have not been used thus far • Designate Department representatives for consolidated communications and community outreach 					<p>Letters were sent to each HOA to gauge interest in Mayor and City staff visit to discuss the City's Strategic Plan and overall City updates. The Community Development Department has reached out to all HOAs regarding COVID-19 and state-issued guidelines.</p> <p>Meetings with property owners and other stakeholders has been suspended due to COVID-19.</p> <p>Note: The City mailed letters to all HOAs and conducted telephonic wellness checks for at-risk seniors during COVID-19</p> <p>Note: User experience has been and will continue to be improved. Between January 1, 2020 to Jan. 31, 2021, City app usage has increased from 792 downloads to 3,924 downloads</p>	<ul style="list-style-type: none"> • Cost-benefit analysis of mailed newsletter • Successfully reach City residents who are difficult to connect with • Complete website redesign <p>COMPLETED</p> <ul style="list-style-type: none"> • Increase use of City's mass email functions and improve user experience • Revamp City app and increase usage • Develop Communications Plan • Obtain email Marketing software to consistently disseminate important information to all City stakeholders • Create and hold
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LEGEND	
	Complete
	Ongoing/In Progress
	On Schedule
	COVID Delay

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

Goal # 6: Communication and Community Outreach

	<ul style="list-style-type: none"> • Utilize video content for outreach efforts • Utilize telephonic and virtual technology to communicate internally and externally • Utilize print materials for residents lacking in use of technology 					<p>Note: The Community Development Department has procured Constant Contact software and released a reoccurring E-Newsletter, mass emails to City businesses, and mass emails to HOAs and property owners.</p> <p>Note: Draft Communications Plan has been developed</p> <p>Note: This success indicator has been met through the Community Development Department's use of Constant Contact</p> <p>Note: FreeConferenceCall.com, Zoom, GoToMyPC, and other virtual technology have been procured and used for internal and external communications, hosting meetings, and training sessions.</p>	<p>internal monthly communications team meetings</p> <ul style="list-style-type: none"> • Create online City services portal • Consistently use video content for outreach • Procure necessary telephonic and virtual technology to communicate internally and externally
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LEGEND	
	Complete
	Ongoing/In Progress
	On Schedule
	COVID Delay



**City of Laguna Niguel
2021 Priorities by Department**

Administration/Finance/City Clerk

- Continue to manage the impacts of COVID-19 assisting residents and businesses.
 - Ensure the vaccine is easily available to those who want it.
- Conduct a Strategic Plan Update Workshop with the City Council in early 2021.
- Prepare the FY 2021-2022 Operating and Capital Improvement balanced budget.
- Continue to enhance community outreach for all city programs and information.
- Continue to build our General Fund Reserves.
- Continue to build the funds in the 115 Trust for pension liability.
- Continue to streamline processes and procedures to achieve the highest level of efficiency.
- Review the animal control and shelter contract and oversight to ensure the highest customer service and efficient costs.
- Complete implementation of electronic signatures of documents to increase efficiency citywide.
- Develop Personnel Rules and Regulations.
- Enter into and finalize negotiations with OCEA bargaining units (Fall 2021).
- Continue to increase presence and reach across all social media platforms.
- Implement State-mandated recycling and trash program policies.
- Continue to enhance the City's records management program.
- Continue to advocate for local control.



- Increasingly collaborate with local service providers and Deputy Homeless Liaison Officers to further assist the community and individuals experiencing homelessness in Laguna Niguel.
- Explore grant opportunities.

Public Safety

Police Services

- Enhance neighborhood watch programs citywide.
- Addressing the noise from loud vehicles, traffic, and speeding throughout the community.
- Continue to enhance the relationship with public safety personnel and youth in the community.
- Increase technology surveillance.
- Increasingly collaborate between Deputy Homeless Liaison Officers and local service providers to further assist the community and individuals experiencing homelessness in Laguna Niguel.

Fire

- Continue to focus on maintaining defensible fire areas.
- Continue community fire safety education.
- Conduct a smoke alarm replacement event.
- Participate in at least 3 City events with OCFA public information displays, fire personnel, and fire equipment (as COVID protocols allow).



Community Development

- Winter 2021
 - Laguna Niguel General Plan Housing Element Annual Progress Report
- Spring 2021
 - City CEQA Guidelines
 - 2021 Community Development Block Grant Action Plan
 - Code Update: Minor Zoning Code Revisions (PC)
 - Code Update: Accessory Dwelling Unit Ordinance (PC)
 - South Laguna Specific Plan/Local Coastal Program and the Aliso Creek Specific Plan/Local Coastal Program Updates (PC)
- Summer 2021
 - Code Update: Animal Control, Welfare and License Regulations
- Fall 2021
 - Laguna Niguel General Plan Housing Element Update (PC)
 - Gateway Specific Plan Review
 - Redevelopment of Former County Courthouse Site (City Center Development Application) (PC)
 - General Plan Update Baseline Data
- Wireless Telecommunications - Coordination with wireless carriers, local utilities, and neighboring south Orange County cities on issues related to the installation of wireless telecommunications facilities
- Chet Holifield Federal Building - Coordination with the GSA & PBRB on property sale and redevelopment
- Continue setting aside funding to update the Laguna Niguel General Plan
- Continue exploring grant opportunities



Public Works

- Complete Zones 1 & 2 of the Residential Slurry Seal Program.
- Expand the goat grazing pilot program.
- La Plata and Marina Hills Park Playground Replacement and Improvements that stopped halfway through with the COVID shutdown (applied for grant).
- Restroom renovations at Sea Country Senior & Community Center (Spring 2021).
- Design of Crown Valley Westbound Widening: 1-5 to Oso Creek (Spring 2021).
- Niguel Road Marina Hills Drive to Highlands Avenue Resurfacing (Summer 2021).
- Paseo De Colinas Groundwater Seepage Repair (Summer 2021).
- Pedestrian Signal Push Button Installation (Fall 2021).
- Traffic Signal Synchronization - Aliso Creek Road.
- Complete Parks Needs Study.
- Initiate inventory for all components of Open Space, create an inventory map and list of all open space. Create a 10-year maintenance plan for elements within the open space, including trails, signage, drainage structures, etc. (Estimated completion – Spring 2022).
- EV Charging Stations Project – Installation of two EV charging stations at City Hall and two at the Metrolink Station. Project completion is estimated for Fall 2022.
- Work with OCTA on the planning for the Regional Traffic Signal Synchronization Program – Crown Valley Parkway from Pacific Coast Highway to Antonio Parkway Program. This will include signals in Laguna Niguel from 1-5 to Camino del Avion). This project is in the grant and planning phase, with project completion estimated in FY 2025-2026.
- Explore grant opportunities.



Parks & Recreation

- Trails
 - Update the trail map and online presence of trail information (Winter 2021)
 - Trail clean up and enhancements (Winter 2021)
 - Plan and implement programs that promote the City's trails
- Botanical Preserve
 - Enhance signage
 - Increase public education of the Botanical Preserve
- Development and implementation of creative programming for residents of all ages.
- Continue to prepare creative programs for the community that comply with the COVID-19 guidelines.
- Prepare new programs and classes when reopening facilities and events are allowed.
- Enhance senior social services programs.
- Explore grant opportunities.