

STRATEGIC BUSINESS PLAN

FY 2023-24 through FY 2029-30



City Council



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District 1



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Goal C: Our healthy city government is sustainable and well-run with committed people.

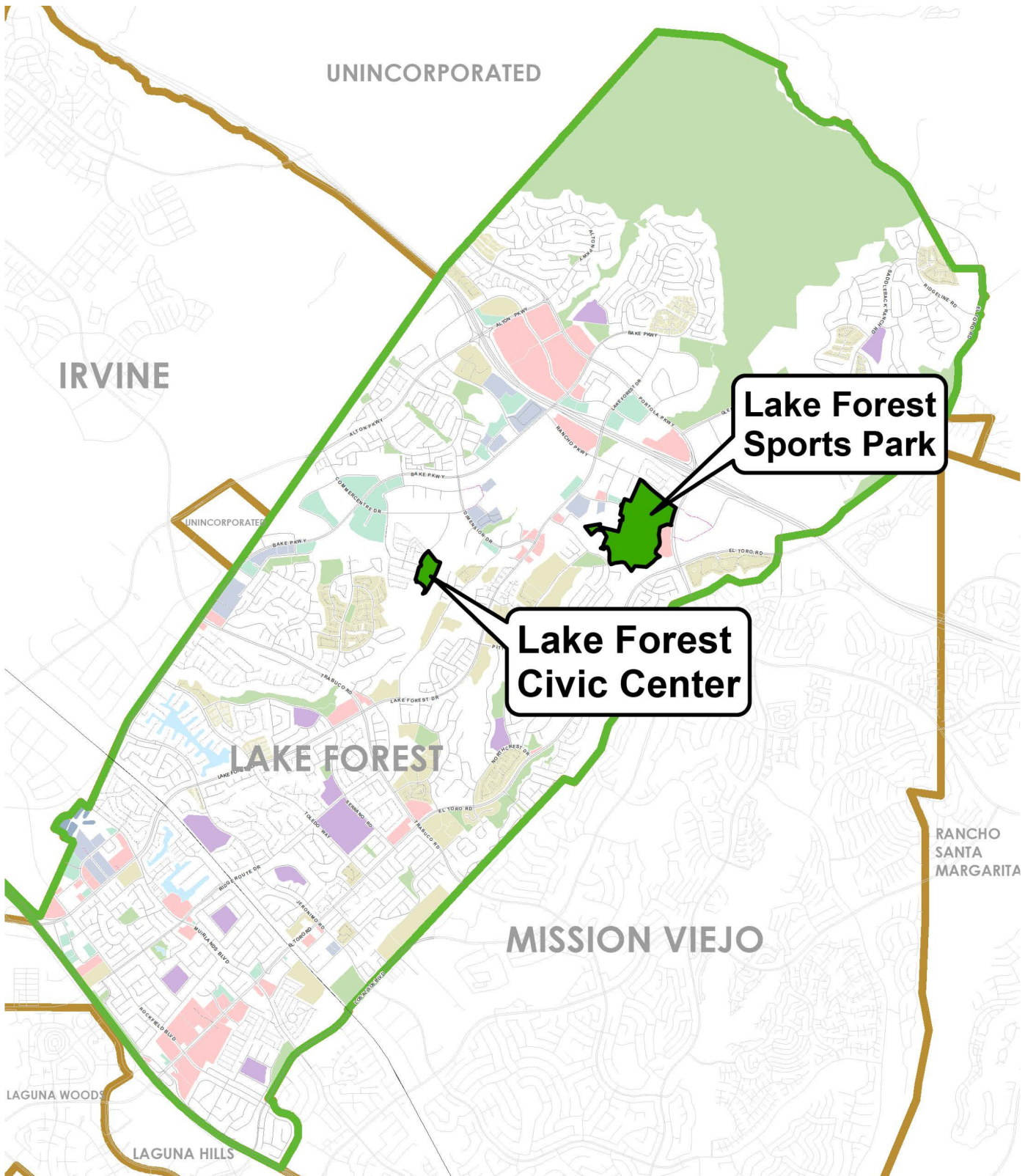
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Goal B: Our connected city is engaged, informed, and technologically current.

Goal C: Our healthy city government is sustainable and well-run with committed people.

City Map



A Message from the **City Manager**

On behalf of the Lake Forest City Council and City staff, it is my privilege to present the City of Lake Forest's Strategic Business Plan for Fiscal Years 2023-24 through 2029-30.

Thanks to the City Council's leadership, the plan establishes a clear mission and vision to guide Lake Forest over the next seven years.

The plan is focused on three clear long-range goals:

- A livable city that is well-planned, attractive, and safe.
- A city that is engaged, informed, and technologically current.
- A city government that is fiscally sustainable and well-run with committed staff.

Implementing this Strategic Plan enables the City to build on past efforts and respond effectively to the needs of constituents well into the future.

Over the next seven years, new residential neighborhoods will be completed, and the City will transition from a developing community to a "maintenance city." This will require a continued focus on strategic investments in infrastructure and other municipal services that only the City can provide to ensure Lake Forest continues to be a beautiful and financially sustainable community.

I want to thank you for your ongoing trust and support. We are proud to serve you!

Respectfully,

Debra Rose



Executive Summary

The City of Lake Forest has a long tradition of planning for the community's future. The City Council and staff developed this Seven-Year Strategic Plan to set forth the direction of the City government's work. City Council members, City commissioners, City staff, and the public were engaged to develop this plan.

Input to the plan was gathered through the City's biennial Community Satisfaction Survey, interviews with the City Council, and a Strengths, Weaknesses, Opportunities, and Threats ("SWOT") exercise facilitated by Mr. William Kelly of Kelly Associates Management group.

The result is a plan containing the City's vision, mission, goals, strategies, and implementation plan. Each of the three broad goals contains three priority areas and a set of programs and projects, which are the means to achieve the goals. Some programs and projects can be implemented without new resources while others will require additional budgetary or staff resources. Implementation of the Strategic Plan will occur through the budget process, work planning with City departments, and through the City Manager.

In addition to a biannual update of the Strategic Plan, the City Manager will provide quarterly reports to the City Council and community on progress made on the Strategic Plan. The City Manager also may provide interim updates on specific projects and strategies as needed.



Mission



Vision



Goals

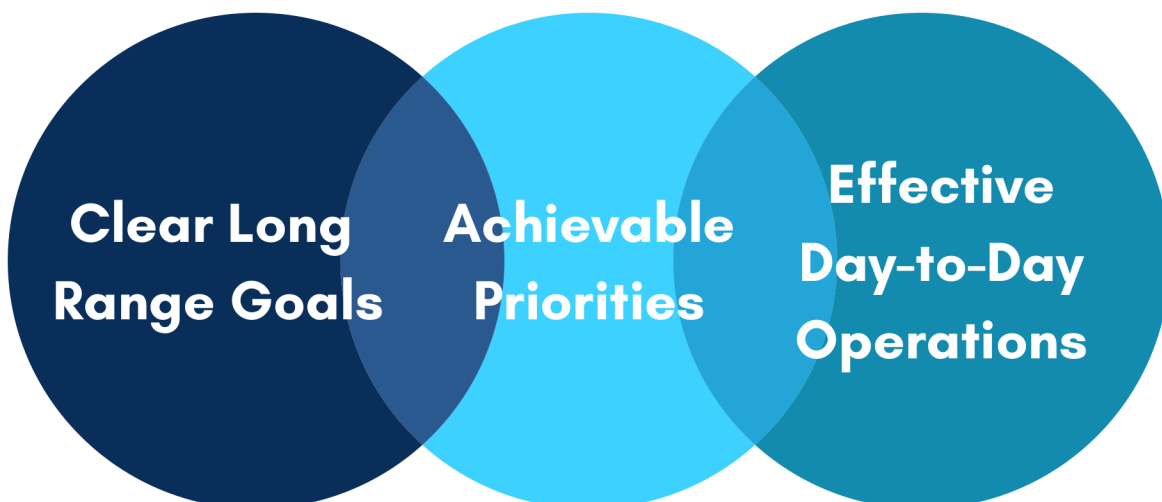


Strategies



Implementation Matrix

A Better Lake Forest Results From...



Mission

To deliver innovative, high-quality municipal services in a cost-effective manner.

Vision

To be a safe and financially sustainable community that celebrates its forests, creeks, and natural amenities.

Goals and Priority Areas

Goal

Priority Area

Goal A: Our livable city well-planned, attractive, and safe.

1. **Well-planned** - Purposeful direction in land use and transportation planning create a community future generations will value.
2. **Attractive** - Investment and maintenance in public facilities, infrastructure, and natural resources enhances community aesthetics and supports quality neighborhoods.
3. **Safe** - Excellent public safety efforts maintain a family-friendly environment and high-quality life.

Goal B: Our connected city is engaged, informed, and technologically current.

1. **Informed** - Transparency about decision-making government performance cultivates public trust.
2. **Engaged** - Outreach, creative events, and programs inspire connection and participation between residents, businesses, and City government.
3. **Technologically Current** - Innovative technologies provide an efficient means for the public to remain engaged and access public information.

Goal C: Our healthy city government is sustainable and well-run with committed people.

1. **Sustainable** - Responsible financial policies and prudent decisions provide short-term fiscal stability and long-term financial health.
2. **Well-run** - Good governance and professional management supports the City's ability to serve the needs of the community.
3. **Committed People** - Talented, ethical staff and contractors are vital assets to our organization and essential to effective and efficient City operations.

Goal A

Our livable city is well-planned, attractive, and safe.

Priority Area

Strategy

Well-planned

Purposeful direction in land use and transportation planning create a community future generations will value.

- a) Prioritize initiatives to reduce traffic congestion, improve mobility, and manage on-street parking.
- b) Develop and implement initiatives that leverage changes in retail shopping preferences, telecommuting, and technology.
- c) Ensure economic and housing initiatives provide opportunities for all residents.
- d) Strategically accommodate State mandates to ensure the highest level of local control, community involvement, and organizational effectiveness.
- e) Maintain business attraction services to bring new retail stores to the City.
- f) Develop and implement initiatives to address negative economic impacts caused by COVID-19.

Attractive

Investment and maintenance in public facilities, infrastructure, and natural resources enhances community aesthetics and supports quality neighborhoods.

- a) Enhance the City's overall visual character, maintain City assets, and proactively reinvest in southwest Lake Forest.
- b) Consistently invest in the City's park system.
- c) Evaluate future options for the City's infrastructure and utility resources.
- d) Provide civic and recreational opportunities appealing to community demographics.

Safe

Excellent public safety efforts maintain a family-friendly environment and high-quality life.

- a) Maintain a low crime rate in a cost-effective manner.
- b) Maintain public safety by engaging community members.
- c) Develop comprehensive emergency management strategies that prepare the City to respond effectively to unpredictable events.

Goal B

Our connected city is engaged, informed, and technologically current.

Priority Area

Strategy

Informed

Transparency about decision-making government performance cultivates public trust.

- a) Maintain a communications and marketing strategy, including two-way communication that enhances community engagement.
- b) Reinvigorate civic life in the post-COVID-19 environment via special events and programs.
- c) Ensure that the City's decision-making process remains accessible to all residents.

Engaged

Outreach, creative events, and programs inspire connection and participation between residents, businesses, and City government.

- a) Develop programs to expand access to City government.
- b) Involve the public in measuring the quality and effectiveness in services delivered by the City.

Technologically Current

Innovative technologies provide an efficient means for the public to remain engaged and access public information.

- a) Enhance efficiencies and services through technology.

Goal C

Our healthy city government is sustainable and well-run with committed people.

Priority Area

Strategy

Sustainable

Responsible financial policies and prudent decisions provide short-term fiscal stability and long-term financial health.

- a) Implement Financial Management and Budgetary Policy to maintain the financial integrity of the City.
- b) Operate according to policy on cost recovery.
- c) Analyze major programs to identify potential cost savings and manage future costs.

Well-run

Good governance and professional management supports the City's ability to serve the needs of the community.

- a) Continuously improve our effectiveness in procuring and managing financially sustainable contract services.
- b) Implement modern workplace policies that cultivate an effective, efficient workforce.

Committed People

Talented, ethical staff and contractors are vital assets to our organization and essential to effective and efficient City operations.

- a) Professionally develop and retain staff to match skills with organizational and community needs.
- b) Continuously assess the optimal staffing levels required to provide in-demand services to residents and businesses.



2021-2028 Strategic Plan

Implementation Matrix

Goal A

Our livable city is well-planned, attractive, and safe.

Priority Area 1 - Well-planned: Purposeful direction in land use and transportation planning create a community future generations will value.

Strategy (A) Prioritize initiatives to reduce traffic congestion, improve mobility, and manage on-street parking.

Initiative

(SP#1) Lake Forest Transportation Mitigation Program (LFTM)

Complete infrastructure projects that increase mobility and reduce congestion with LFTM funds paid for developments.

- El Toro Rd & Portola Pkwy/Santa Margarita Pkwy (LFTM) (PW2019-03)
- Bake Pkwy & Irvine Blvd/Trabuco Rd (LFTM) (PW2019-02)
- Bake Pkwy & Jeronimo Rd (LFTM) (PW2020-04)
- Lake Forest Dr & Jeronimo Rd (LFTM) (24T06)
- Lake Forest Dr & Rockfield Blvd (LFTM) (PW2025-03)
- Los Alisos & Rockfield (LFTM) (24T0Z)
- Lake Forest Dr & I-5 - not within City limits (LFTM/NITM)
- Bake Pkwy & Rockfield - not within City limits (LFTM)

Lead Department - Public Works

Budget Impact - \$8,948,400

Fund - LFTM and NITM

Estimated Completion - FY 2021-22 - FY 2025-26

(SP#2) Meadows Traffic Mitigation Program

Use Meadows Traffic Improvement Funds to manage impacts related to the Meadows development.

- Bake Pkwy/Baffin Bay Intersection Improvements (PW2020-19)
- Bake Pkwy/Toledo Wy Intersection Improvements (PW2020-18)

Lead Department - Public Works

Budget Impact - \$2,475,000

Fund - Meadows Traffic Improvement Funds

Estimated Completion - FY 2022-23 - FY 2023-24

Initiative

(SP#3) Foothill Circulation Phasing Plan

Utilize developer-funded Foothill Circulation Phasing Plan (FCPP) to make various transportation improvements that reduce congestion and improve traffic flow.

- Los Alisos Blvd/Muirlands Blvd Intersection Improvements (24T08)
- Jeronimo Rd Widening at El Toro Rd (PW2019-08)
- El Toro Rd Raised Medians from Jeronimo Rd to Trabuco Rd (PW2020-07)

Lead Department - Public Works

Budget Impact - \$5,025,000

Fund - FCPP

Estimated Completion - FY 2022-23 - FY 2023-24

(SP#4) New Traffic Circulation/Mobility Projects

Projects that increase mobility and implement new approaches to traffic circulation.

- Protective Permissive Left Turn Project (24T02)
- Increase Bike Lanes in Lake Forest
- Trabuco Rd/Ascension Cemetery Left Turn Holding Pocket (24S03)

Lead Department - Public Works

Budget Impact - \$1,235,000

Fund - General Fund, CDBG, M2, and SB1

Estimated Completion - FY 2021-22 - FY 2025-26

(SP#5) Traffic Signal Synchronization

Utilize grants and other transportation funds to complete traffic signal synchronization projects that provide more efficient traffic flow.

- Alton Pkwy (PW2020-16)
- Lake Forest Dr (18T03)
- Portola Pkwy (PW2020-15)
- Bake Pkwy and Rockfield Blvd (25T03)
- Irvine Blvd/Trabucco Rd (25T04)

Lead Department - Public Works

Budget Impact - \$525,000

Fund - Gas Tax, AQMD, and Grants

Estimated Completion - FY 2021-22 - FY 2023-24



Initiative

(SP#6) Maintain "Good" Pavement Condition of the City's Roads

Construct pavement rehabilitation projects to repair and maintain the quality of the roads (# PW 2021-05A/B, # PW 2022-05A/B, # PW 2023-05A/B, # PW 2024-05A/B, # PW 2025-05A/B, # PW 2026-05A/B, # PW 2027-05A/B, # PW 2027-8-05A/B)(various projects to be changed upon CIP adoption)

Lead Department - Public Works

Budget Impact - \$28,000,000

Fund - Measure M2 Fair Share, Gas Tax - Road Maintenance Rehabilitation Account, Gas Tax, and City Road Infrastructure Fund

Estimated Completion - FY 2021-22 - FY 2027-28

(SP#7) Traffic Operational Improvement Study & Improvement Project

Study intersections throughout the City to consider operational improvements, such as dedicated turn lanes and other traffic flow improvements.

"Traffic congestion" is the highest-rated community concern in the 2023 Community Satisfaction Survey (pg. 6 & 32)

Lead Department - Public Works

Budget Impact - \$100,000

Fund - CIP

Estimated Completion - FY 2023-24

(SP#8) Nature Park to Meadows Development Trail Connection

Trail Connection from Nature Park to Meadows Development Trail System - preliminary studies and concept. 38 percent of residents would like to see more park amenities and additional trails. Walking trails were a component of that category from the 2023 Community Satisfaction Survey (pg. 6 & 32)

Lead Department - Public Works

Budget Impact - \$80,000

Fund - Park Development Fund

Estimated Completion - FY 2024-25

(SP#9) Trabuco Road Improvements

Trabuco Rd/Ascension Cemetery Left Turn Holding Pocket Addition (24S03), Trabuco Asphalt Trail Rehabilitation Project (24P16), and Trabuco Rd Resurfacing (24S01A).

"Traffic congestion" is the highest-rated community concern in the 2023 Community Satisfaction Survey (pg. 6 & 32)

Lead Department - Public Works

Budget Impact - \$1,950,000

Fund - CIP

Estimated Completion - FY 2024-25

Initiative

(SP#10) Parking Enforcement

Procure private parking enforcement service to increase enforcement, facilitate cleaner neighborhood streets, and adjust staffing accordingly.

Parking issues remain a moderate to significant neighborhood concern for many residents in the 2023 Community Satisfaction Survey (pg. 48)

Lead Department - City Manager/Police Services

Budget Impact - \$200,000

Fund - General Fund

Estimated Completion - FY 2023-24

(SP#11) Arterial Median Improvement Project

Installation of raised hardscaped medians would improve traffic safety. These locations include Trabuco Rd north of El Toro Rd, and on Rockfield Blvd south of Lake Forest Dr (24S09)

Lead Department - Public Works

Budget Impact - \$225,000

Fund - General Fund

Estimated Completion - FY 2023-24

(SP#12) General Plan Implementation

Develop and implement programs to promote energy conservation in construction and transportation projects. Procure consultant to assist with implementing energy conservation and pollution reduction strategies.

Lead Department - Community Development

Budget Impact - \$75,000

Fund - General Fund

Estimated Completion - FY 2023-24



Goal A

Our livable city is well-planned, attractive, and safe.

Priority Area 1 - Well-planned: Purposeful direction in land use and transportation planning create a community future generations will value.

Strategy (B) Develop and implement initiatives that leverage changes in retail shopping preferences, telecommuting, and technology.

Initiative

(SP#13) Commercial & Industrial Property Alignment Study

Procure consultant and conduct study related to current and projected demand for commercial and industrial uses.

Attracting new businesses, but the growth impacts are a concern for residents. This was communicated in the 2023 Community Satisfaction Survey (pg. 20)

Lead Department - Community Development

Budget Impact - \$200,000

Fund - General Fund

Estimated Completion - FY 2023-24

(SP#14) Shopping Center Study

Procure a consultant to report on the City's current shopping center inventory and recommend transition or re-tenant options based on shopper preferences and other economic trends.

Attracting new restaurants and stores is the most common specific suggestion residents provided when asked how the City can improve the community in the 2023 Community Satisfaction Survey (pg. 5).

Lead Department - Economic Development

Budget Impact - \$50,000

Fund - General Fund

Estimated Completion - FY 2023-24



Goal A

Our livable city is well-planned, attractive, and safe.

Priority Area 1 - Well-planned: Purposeful direction in land use and transportation planning create a community future generations will value.

Strategy (C) Ensure that economic and housing initiatives provide opportunities for all residents.

Initiative

(SP#15) Affirmatively Furthering Fair Housing

Effectuate the City's AFFH Implementation Plan, which includes landlord, tenant, and developer education. *Housing affordability and homelessness are key issues both businesses and residents cited in the 2023 Community Satisfaction Survey (pg. 5, 20-21).*

Lead Department - Community Development

Budget Impact - Staff Resources

Fund - General Fund

Estimated Completion - FY 2023-24

(SP#16) Affordable Housing Opportunities Promotion

Market affordable housing opportunities to the community.

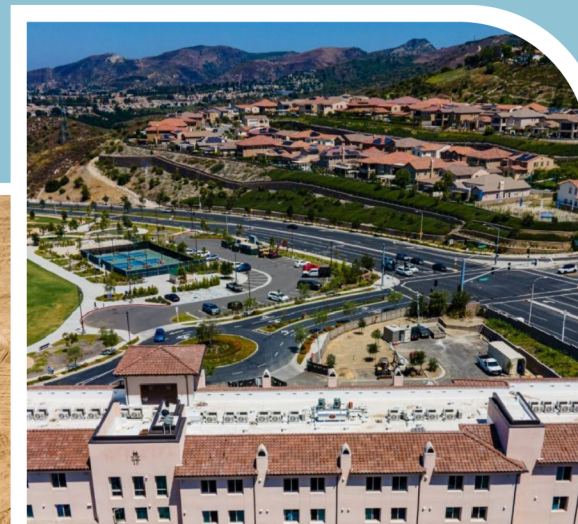
Housing affordability and homelessness are key issues for both businesses and residents cited in the 2023 Community Satisfaction Survey (pg. 5, 20-21).

Lead Department - Management Services

Budget Impact - Staff Resources

Fund - General Fund

Estimated Completion - FY 2023-24



Goal A

Our livable city is well-planned, attractive, and safe.

Priority Area 1 - Well-planned: Purposeful direction in land use and transportation planning create a community future generations will value.

Strategy (D) Strategically accommodate state mandates to ensure the highest level of local control, community involvement, and organizational effectiveness.

Initiative

(SP#17) New Franchise Agreement

Enter into new franchise agreement that incorporates state mandates with reasonable pricing for residents and businesses, rollout of new bins, and commercial bin inspection.

Most residents are aware of organics recycling requirements, but many cited barriers to compliance in 2023 Community Satisfaction Survey (pg. 49-57).

Lead Department - Public Works

Budget Impact - Staff Resources

Fund - General Fund

Estimated Completion - FY 2023-24

(SP#18) Pilot Gap Housing Program

Expand the nonprofit administered pilot program providing "bridge" housing vouchers to prevent homelessness.

Housing affordability and homelessness are key issues both businesses and residents cited in the 2023 Community Satisfaction Survey (pg. 5, 20-21).

Lead Department - City Manager

Budget Impact - \$36,000

Fund - General Fund

Estimated Completion - FY 2023-24

(SP#19) Legislative Advocacy

Procure a multiyear government affairs contract to advocate for Lake Forest's interests at the state and federal levels.

Housing, homelessness, and infrastructure remain top concerns of Lake Forest residents and all have connections to State- and Federal-level policymaking. Issues are highlighted throughout the 2023 Community Satisfaction Survey.

Lead Department - City Manager

Budget Impact - \$60,000

Fund - General Fund

Estimated Completion - FY 2024-25

Goal A

Our livable city is well-planned, attractive, and safe.

Priority Area 1 - Well-planned: Purposeful direction in land use and transportation planning create a community future generations will value.

Strategy (E) Maintain business attraction services to bring new retail stores and other businesses to the City.

Initiative

(SP#20) Taste of Lake Forest 2.0

Reintroduce "Taste of Lake Forest" with financial support from the Strategic Economic Investment Program for Fall 2023 and 2024.

Promoting/advertising local businesses is the most common suggestion provided by residents on how the City can improve the business climate (pg. 20).

Lead Department - Economic Development

Budget Impact - \$160,000

Fund - SEIP

Estimated Completion - FY 2023-24

(SP#21) Hotel Marketing Campaign

Procure a marketing consultant to develop and initiate a "Stay in Lake Forest" marketing campaign to bolster occupancy rates and assist hotels recovering from the COVID-19 pandemic.

Promoting/advertising local businesses is the most common suggestion provided by residents on how the City can improve the business climate (pg. 20).

Lead Department - Economic Development

Budget Impact - \$250,000

Fund - SEIP

Estimated Completion - FY 2023-24

(SP#22) Brewery Attraction Grant/Microloan

Establish a brewery-focused grant or microloan program.

Attracting new restaurants is the most common specific recommendation residents have for the City and some desire more nightlife options in the 2023 Community Satisfaction Survey (pg. 19-20).

Lead Department - Economic Development

Budget Impact - \$100,000

Fund - SEIP

Estimated Completion - FY 2024-25

Initiative

(SP#23) SEIP 2.0

Develop and present a plan to reformulate the City's SEIP.

Attracting new and promoting existing businesses remains a top resident suggestion for the City in the 2023 Community Satisfaction Survey (pg. 19-20).

Lead Department - Economic Development

Budget Impact - Staff Resources

Fund - General Fund

Estimated Completion - FY 2023-24

Goal A

Our livable city is well-planned, attractive, and safe.

Priority Area 2 - Attractive: Investment and maintenance in public facilities, infrastructure, and natural resources enhances the visual character of the City and supports quality neighborhoods.

Strategy (A) Enhance the City's overall visual character, maintain City assets, and proactively reinvest in Lake Forest.

Initiative

(SP#24) Citywide Street Sign Refresh

Create new street name sign design and replace street signs citywide, beginning in southwest Lake Forest.

Lead Department - Public Works

Budget Impact - TBD/\$300,000

Fund - General Fund

Estimated Completion - FY 2023-24

(SP#25) Cavanaugh Park Upgrade Project - Phase 1

Landscaping, grade, and retaining wall structure in response to Neighborhood Improvement Program outreach.

Maintaining parks is one of the top three concerns residents have related to the Public Works Department in the 2023 Community Satisfaction Survey (pg. 6 & 32).

Lead Department - Public Works

Budget Impact - \$90,000

Fund - General Fund

Estimated Completion - FY 2023-24

Initiative

(SP#26) Noise Ordinance Update

Develop and implement noise mitigation strategies to protect residents from excessive exposure to noise.

Lead Department - Community Development

Budget Impact - \$75,000

Fund - General Fund

Estimated Completion - FY 2023-24

(SP#27) Southwest Lake Forest Investment Projects

- El Toro Road Bus Shelter Renovations (24S04)
- Arterial Wall Enhancements in southwest Lake Forest (24S06)
- Ridge Rte Median Improvement Projects (24S07)
- Cavanaugh Park Neighborhood Outreach Response Upgrades (25P08)
- Audible Pedestrian Signals (25T01)

Maintaining local roads, parks, infrastructures, and improving the appearance of deteriorating areas are top concerns for residents and businesses in the 2023 Community Satisfaction Survey (pg. 6-10, & 20).

Lead Department - Public Works

Budget Impact - \$730,000

Fund - General Fund, CIP, and CDBG

Estimated Completion - FY 2024-25

(SP#28) Property Maintenance Volunteer Program

Design/launch volunteer efforts to provide landscaping and other basic maintenance services to low-income residents.

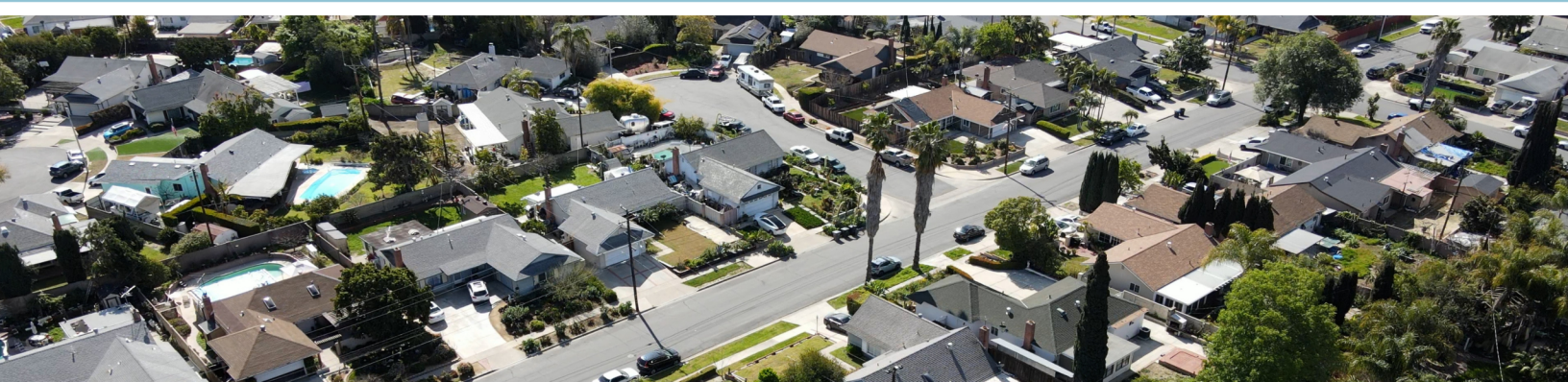
Nearly half of residents cited lack of building upkeep and landscaping issues as neighborhood issues in the 2023 Community Satisfaction Survey (pg. 48).

Lead Department - Community Development

Budget Impact - \$10,000

Fund - General Fund

Estimated Completion - FY 2024-25



Initiative

(SP#29) Neighborhood Improvement Task Force

Transition from pilot to the long-term program for neighborhood improvement activities. Procure a multiyear outreach consulting contract and establish a basic framework to be replicated.

Nearly 2/3 of residents cited significant neighborhood issues that need improvement by the City, such as parking, lack of property maintenance, homelessness, and overcrowding in the 2023 Community Satisfaction Survey (pg. 10 & 48).

Lead Department - Community Development

Budget Impact - \$95,000

Fund - General Fund

Estimated Completion - FY 2023-24

(SP#30) Community Preservation Program

Develop and implement a new citywide community preservation program to assist residents in need who may be unable to address code violations, deteriorated property, and neglected maintenance.

Almost half of the residents surveyed reported that lack of property maintenance, noise, parking, and graffiti had a negative impact on their neighborhood in the 2023 Community Satisfaction Survey (pg. 48).

Lead Department - Community Development

Budget Impact - \$95,000

Fund - General Fund

Estimated Completion - FY 2024-25



Goal A

Our livable city is well-planned, attractive, and safe.

Priority Area 2 - Attractive: Investment and maintenance in public facilities, infrastructure, and natural resources enhances the visual character of the City and supports quality neighborhoods.

Strategy (B) Consistently invest in the City's park system.

Initiative

(SP#31) Arbor Mini Parks

Reactivate Arbor Mini Parks through new uses, perimeter fencing, and new landscaping. (PW2019-17).

Lead Department - Public Works

Budget Impact - \$820,000

Fund - Park Development Fund

Estimated Completion - FY 2023-24

(SP#32) Lake Forest Nature Park & Lake Forest Park Concept Design

Conduct public engagement campaigns for the redevelopment of Lake Forest Nature Park and Lake Forest Park and present conceptual plans for City Council consideration (25P08).

Maintaining local roads, parks, and other infrastructures are top concerns for residents and businesses in the 2023 Community Satisfaction Survey (pg. 6-10).

Lead Department - Management Services

Budget Impact - \$40,000

Fund - General Fund

Estimated Completion - FY 2024-25

(SP#33) Etnie's Skate Park Remodel Concept Design

Procure a specialist consultant and conduct a public engagement campaign centered around changes to Etnie's Skate Park and present conceptual plans for City Council consideration (25P03).

Maintaining local roads, parks, and other infrastructures are top concerns for residents and businesses in the 2023 Community Satisfaction Survey (pg. 6-10).

Lead Department - Management Services

Budget Impact - \$40,000

Fund - General Fund

Estimated Completion - FY 2024-25

Initiative

(SP#34) Park Usability Enhancements

Public Works project to mitigate vandalism at public bathrooms in parks. Provide neighborhood outreach to assess users of bathrooms by adjacent neighborhoods (25P14).

Maintaining local roads, parks, and other infrastructures are top concerns for residents and businesses in the 2023 Community Satisfaction Survey (pg. 6-10).

Lead Department - Public Works/Management Services

Budget Impact - \$150,000

Fund - CIP

Estimated Completion - FY 2024-25

(SP#35) Heroes Park Sports Field Renovations

Perform renovations at sports fields at Heroes Park, including irrigation, baseball field improvements, and leveling (25P10).

Maintaining local roads, parks, and other infrastructures are top concerns for residents and businesses in the 2023 Community Satisfaction Survey (pg. 6-10).

Lead Department - Public Works

Budget Impact - \$352,000

Fund - CIP

Estimated Completion - FY 2024-25

(SP#36) Sports Park LED Lighting Study

Sports park lighting study to assess the feasibility of lighting upgrades and potential cost savings.

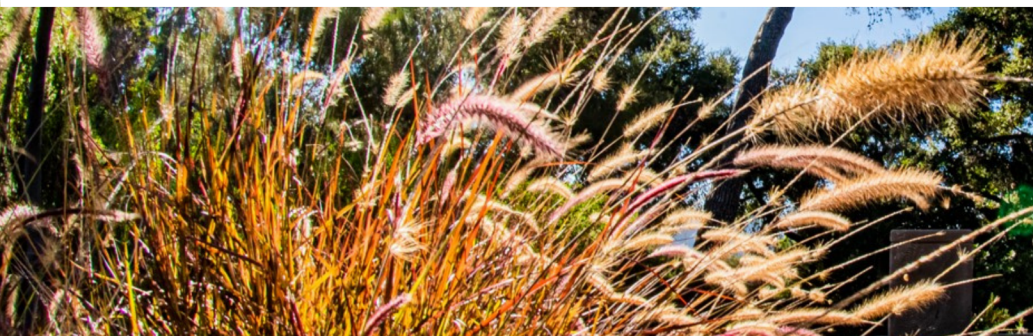
Maintaining local roads, parks, and other infrastructures are top concerns for residents and businesses in the 2023 Community Satisfaction Survey (pg. 6-10).

Lead Department - Public Works

Budget Impact - \$40,000

Fund - General Fund

Estimated Completion - FY 2024-25



Initiative

(SP#37) Park Enhancements

Complete various maintenance or enhancement projects to retain the high quality of the City's park facilities.

- Playground Resurfacing Projects
- Heroes Park Electrical Repairs and LED/Efficiency Upgrades (PW2023-08)
- El Toro Rd Lodge Pole Fencing Repairs (PW2021-09)
- Park Gazebo Repair and Replacement (PW2022-09)
- Replace synthetic fields installed in 2014 at the Lake Forest Sports Park (25P02)

Lead Department - Public Works

Budget Impact - \$2,220,000

Fund - General Fund, CDBG, Prop 68

Estimated Completion - FY 2021-22 - FY 2024-25

(SP#38) Neighborhood Park Renovations - Phase 3

Renovate Lake Forest Park and the Nature Park based on community input.

Lead Department - Public Works

Budget Impact - \$600,000

Fund - General Fund

Estimated Completion - FY 2024-25



Goal A

Our livable city is well-planned, attractive, and safe.

Priority Area 2 - Attractive: Investment and maintenance in public facilities, infrastructure, and natural resources enhances the visual character of the City and supports quality neighborhoods.

Strategy (C) Evaluate future options for the City's infrastructure and utility resources.

Initiative

(SP#39) Heavyweight Vehicle Impact Study

Procure a consultant to study the impact heavy freight traffic has on the City's roadway network.

Maintaining local roads, parks, and other infrastructures are top concerns for residents and businesses in the 2023 Community Satisfaction Survey (pg. 6-10).

Lead Department - Public Works

Budget Impact - \$50,000

Fund - General Fund

Estimated Completion - FY 2023-24



Goal A

Our livable city is well-planned, attractive, and safe.

Priority Area 2 - Attractive: Investment and maintenance in public facilities, infrastructure, and natural resources enhances the visual character of the City and supports quality neighborhoods.

Strategy (D) Provide civic and recreational opportunities appealing to community demographics.

Initiative

(SP#40) Foothill Ranch Sport Rink Conversion

Foothill Ranch Park – One Hockey Rink Conversion to Box Lacrosse

Providing recreation opportunities to a wide range of users is an important issue for residents in the 2023 Community Satisfaction Survey (pg. 6).

Lead Department - Management Services/Public Works

Budget Impact - \$275,000

Fund - CIP

Estimated Completion - FY 2024-25

(SP#41) Pickleball Court Study

Study existing court offerings and potentially repurpose existing tennis and other courts for pickleball.

Providing recreation opportunities to a wide range of users is an important issue for residents in the 2023 Community Satisfaction Survey (pg. 6).

Lead Department - Management Services/Public Works

Budget Impact - \$30,000

Fund - Park Development Fund

Estimated Completion - FY 2024-25

(SP#42) Community Focus Groups

Establish community-based focus groups to improve program offerings to the public.

Providing recreation opportunities to a wide range of users is an important issue for residents in the 2023 Community Satisfaction Survey (pg. 6 & 34).

Lead Department - Management Services

Budget Impact - \$22,000

Fund - General Fund

Estimated Completion - FY 2023-24

Initiative

(SP#43) Senior Mobility Program Expansion

Expand marketing for the Senior Mobility Program and add locations to increase participation.

Residents think providing recreational opportunities to various resident demographics and seniors is important. This was stated in the 2023 Community Satisfaction Survey (pg. 6 & 34).

Lead Department - Management Services

Budget Impact - \$30,000

Fund - Senior Mobility

Estimated Completion - FY 2023-24

(SP#44) Special Needs Programming

Expand special needs programming to include resource fairs and Special Olympics.

The majority of residents cited in the 2023 Community Satisfaction Survey that providing special needs programming from Community Services is very or extremely important (pg. 6 & 34).

Lead Department - Management Services

Budget Impact - \$4,000

Fund - General Fund

Estimated Completion - FY 2024-25

(SP#45) Golf Course & Equestrian Center Lease Extensions

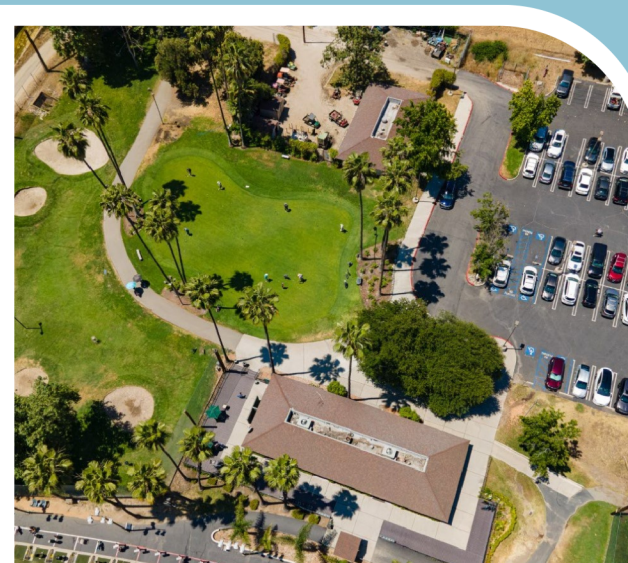
Negotiate lease extensions at Lake Forest Golf & Practice Center (expires January 2025) and Equestrian Center (expires August 2026) to continue program offerings and maintain strong relationships with tenants.

Lead Department - Economic Development

Budget Impact - Staff Resources

Fund - General Fund

Estimated Completion - FY 2025-26



Goal A

Our livable city is well-planned, attractive, and safe.

Priority Area 3 - Safe: Excellent public safety efforts maintain a family-friendly environment and high quality of life.

Strategy (A) Maintain a low crime rate in a cost-effective manner.

Initiative

(SP#46) Lake Forest Geofence

Complete implementation of Lake Forest geofence and procure mobile Automated License Plate Reading cameras. *Maintaining a low crime rate and investigating crimes is the most important issue related to Police Services for both residents and businesses in the 2023 Community Satisfaction Survey (pg. 6).*

Lead Department - Police Services

Budget Impact - \$125,000

Fund - General Fund

Estimated Completion - FY 2023-24

Goal A

Our livable city is well-planned, attractive, and safe.

Priority Area 3 - Safe: Excellent public safety efforts maintain a family-friendly environment and high quality of life.

Strategy (B) Maintain public safety by engaging community members.

Initiative

(SP#47) Neighborhood-Based Emergency Management Team

Merge Neighborhood Watch programs with an emergency management-focused program to increase neighborhood familiarity with emergency response and evacuation procedures. Implement fire watch on foothills. *Residents value the City's neighborhood watch efforts and remain interested in emergency preparedness in the 2023 Community Satisfaction Survey (pg. 39).*

Lead Department - City Manager/Police Services

Budget Impact - \$10,000

Fund - General Fund

Estimated Completion - FY 2023-24

Initiative

(SP#48) E-Bike Public Awareness & Safety Campaign

Public awareness campaign regarding e-bike regulations and collaborate with local schools to enhance rider safety. *Improving public safety at/near parks and maintaining a low crime rate are important issues for residents in the 2023 Community Satisfaction Survey (pg. 6 & 37).*

Lead Department - City Manager/Police Services

Budget Impact - Staff Resources

Fund - General Fund

Estimated Completion - FY 2023-24

Goal A

Our livable city is well-planned, attractive, and safe.

Priority Area 3 - Safe: Excellent public safety efforts maintain a family-friendly environment and high quality of life.

Strategy (C) Develop comprehensive emergency management strategies that prepare the City to respond effectively to unpredictable events.

Initiative

(SP#49) Local Hazard Mitigation Plan

Identify risks and vulnerability associated with natural disasters and develop long-term strategies for protecting people and property from future hazards.

Lead Department - Community Development

Budget Impact - \$75,000

Fund - General Fund

Estimated Completion - FY 2023-24

(SP#50) Emergency Notification Strategy

Procure an advanced emergency notification system to notify residents and stakeholders of emergency evacuations. *Residents are interested in emergency preparedness, as stated in the 2023 Community Satisfaction Survey (pg. 39).*

Lead Department - Police Services

Budget Impact - \$30,000

Fund - General Fund

Estimated Completion - FY 2024-25

Goal B

Our connected city is engaged, informed, and technologically current.

Priority Area 1 - Engaged: Outreach, creative events, and programs inspire connection and engagement between the community and City government.

Strategy (A) Maintain a communications and marketing strategy, including two-way communication that enhances community engagement.

Initiative

(SP#51) Modernize Marketing Tools

Procure drone and provide formal drone pilot training to staff for event and facility marketing, implement website chatbot, and stream LFTV on City website.

Most residents are satisfied with the City's communication efforts and increasingly rely on social media and electronic forms of communication, as stated in the 2023 Community Satisfaction Survey (pg. 60-76).

Lead Department - Management Services

Budget Impact - \$22,500

Fund - General Fund

Estimated Completion - FY 2024-25



Goal B

Our connected city is engaged, informed, and technologically current.

Priority Area 1 - Engaged: Outreach, creative events, and programs inspire connection and engagement between the community and City government.

Strategy (B) Maintain robust civic event calendar appealing to diverse community demographics.

Initiative

(SP#52) Expand Holiday Lighting

Expand the holiday lighting display along the El Toro Rd corridor.

Providing community events (and more of them) remains important to both residents and local businesses, as stated in the 2023 Community Satisfaction Survey (pg. 6-7).

Lead Department - Management Services

Budget Impact - \$50,000

Fund - General Fund

Estimated Completion - FY 2024-25

(SP#53) Etnie's Skate Park of Lake Forest 20th Anniversary Celebration

20th anniversary celebration of the Etnie's Skatepark of Lake Forest.

Providing community events (and more of them) remains important to both residents and local businesses in the 2023 Community Satisfaction Survey (pg. 6-7).

Lead Department - Management Services

Budget Impact - \$20,000

Fund - General Fund

Estimated Completion - FY 2023-24

(SP#54) Inaugural Lunar New Year

Produce the City's first Lunar New Year and Mid-Autumn Festival events - open to the community.

Providing community events (and more of them) remains important to both residents and local businesses, as stated in the 2023 Community Satisfaction Survey (pg. 6-7).

Lead Department - Management Services

Budget Impact - \$10,000

Fund - General Fund

Estimated Completion - FY 2023-24

Goal B

Our connected city is engaged, informed, and technologically current.

Priority Area 1 - Engaged: Outreach, creative events, and programs inspire connection and engagement between the community and City government.

Strategy (C) Ensure that the City's decision-making process remains accessible to all residents.

Initiative

(SP#55) Accessibility Enhancements

Expand and preserve access to City Hall by analyzing how Census data may impact resident communication, increase disability accommodations, and provide other services to ensure broad community participation.

Lead Department - City Clerk

Budget Impact - TBD

Fund - General Fund

Estimated Completion - FY 2024-25

(SP#56) Citywide Translation Services

Procure translation services for all City departments to ensure communications accommodate diverse language needs.

Lead Department - City Clerk

Budget Impact - \$14,000

Fund - General Fund

Estimated Completion - FY 2023-24

(SP#57) Translation Services Policy

Establish policy related to language translation services at public meetings and gatherings.

Lead Department - City Clerk

Budget Impact - Staff Resources

Fund - General Fund

Estimated Completion - FY 2023-24

Goal B

Our connected city is engaged, informed, and technologically current.

Priority Area 2 - Informed: Transparency about decision-making and government performance cultivates public trust.

Strategy (A) Develop programs to expand access to City government.

Initiative

(SP#58) Passport Issuance Program

Relaunch passport service provided by the City Clerk's Office.

Lead Department - City Clerk

Budget Impact - \$1,000

Fund - General Fund

Estimated Completion - FY 2023-24

(SP#59) Youth in Government Day

Partner with SVUSD and student organizations to institute Youth in Government Day.

Lead Department - City Clerk/Management Services

Budget Impact - \$3,000

Fund - General Fund

Estimated Completion - FY 2023-24



Goal B

Our connected city is engaged, informed, and technologically current.

Priority Area 2 - Informed: Transparency about decision-making and government performance cultivates public trust.

Strategy (B) Involve the public in measuring the quality and effectiveness in services delivered by the City.

Initiative

(SP#60) Informal Resident Survey System

Procure informal resident survey system to gather quick feedback on neighborhood issues.

Lead Department - Management Services

Budget Impact - \$7,500

Fund - General Fund

Estimated Completion - FY 2023-24

Goal B

Our connected city is engaged, informed, and technologically current.

Priority Area 3 - Technologically Current: Innovative technologies enhance organizational efficiency and help our community.

Strategy (A) Enhance efficiencies and services through technology.

Initiative

(SP#61) Digitalization of Community Services

Modernize payment system for City events and programming, credit card payments for special events, and provide electronic submission of event applications and insurance.

Lead Department - Management Services

Budget Impact - \$21,000

Fund - General Fund

Estimated Completion - FY 2023-24

Initiative

(SP#62) Provide Convenient Access to Permit and Other City Records

Link Energov to the City's Laserfiche system to provide the public with more convenient access to public records related to permits, property information, previous public records requests, etc.

Lead Department - City Clerk

Budget Impact - \$12,000

Fund - General Fund

Estimated Completion - FY 2023-24

(SP#63) Cyber Security Enhancement

Establish new firewalls at Civic Center, Lake Forest Sports Park, and Etnie's Skate Park of Lake Forest and conduct cyber security assessments.

Lead Department - Information Technology

Budget Impact - \$65,000

Fund - General Fund

Estimated Completion - FY 2023-24

(SP#64) Microsoft 365 Full Integration

Complete Microsoft 365 implementation and transition all conference rooms to be compatible with Teams video conferencing.

Lead Department - Information Technology

Budget Impact - \$170,000

Fund - General Fund

Estimated Completion - FY 2024-25

(SP#65) Building Services Modernization

Use technology to enhance access to permitting, plan check, and building records for the public.

Lead Department - Community Development

Budget Impact - Staff Resources

Fund - General Fund

Estimated Completion - FY 2023-24

Initiative

(SP#66) Online Permitting

Configure and implement online permitting and plan check review for solar-related permits.

Lead Department - Community Development

Budget Impact - \$60,000

Fund - General Fund

Estimated Completion - FY 2023-24

Goal C

Our healthy city government is sustainable and well-run with committed people.

Priority Area 1 - Sustainable: Responsible financial policies and prudent decisions provide short-term fiscal stability and long-term financial health.

Strategy (A) Implement Financial Management and Budgetary Policy to maintain the financial integrity of the City.

Initiative

(SP#67) Strategy for "One Time" Revenue

Develop a strategy or policy with Audit Committee for determining how to appropriate one-time revenues (development fees, stimulus funds, etc.).

Lead Department - City Manager/Finance

Budget Impact - Staff Resources

Fund - General Fund

Estimated Completion - FY 2023-24

(SP#68) General Fund Risk Reserve Policy Update

Update the City's risk-based reserves policy to reflect long-term strategic planning goals.

Lead Department - Finance

Budget Impact - Staff Resources

Fund - General Fund

Estimated Completion - FY 2021-22 & FY 2023-24

Goal C

Our healthy city government is sustainable and well-run with committed people.

Priority Area 1 - Sustainable: Responsible financial policies and prudent decisions provide short-term fiscal stability and long-term financial health.

Strategy (B) Operate according to policy on cost recovery.

Initiative

(SP#69) Biennial Fee Study

Conduct a comparative analysis of City of Lake Forest fees vs fees charged for similar services in nearby communities.

Lead Department - Finance

Budget Impact - \$49,500

Fund - General Fund

Estimated Completion - FY 2020-21 - FY 2024-25



Goal C

Our healthy city government is sustainable and well-run with committed people.

Priority Area 1 - Sustainable: Responsible financial policies and prudent decisions provide short-term fiscal stability and long-term financial health.

Strategy (C) Analyze major programs to identify potential cost savings and manage future costs.

Initiative

(SP#70) Non-Functional Turf Removal Study

Study locations within the City where non-functional turf could be replaced with drought tolerant landscaping, improving water conservation and efficiency.

Residents consistently ranked maintaining public landscaping as a top issue for services provided by the Public Works Department in the 2023 Community Satisfaction Survey (pg. 32).

Lead Department - Public Works

Budget Impact - \$100,000

Fund - General Fund

Estimated Completion - FY 2024-25

(SP#71) Upgrade Community Facility Amenities

Procure a fold-away dance floor and decorations, moving lights, piano, and spider box to accommodate more events that sustain facility rental revenue.

Lead Department - Management Services

Budget Impact - \$60,000

Fund - General Fund

Estimated Completion - FY 2024-25

(SP#72) Payroll Insourcing Study & Implementation

Produce analysis comparing in-house payroll processing costs vs outsourced arrangement and implement in-house system if financially justified.

Lead Department - Finance

Budget Impact - \$35,000

Fund - General Fund

Estimated Completion - FY 2024-25

Initiative

(SP#73) Evaluate Housing Authority Elimination

Evaluate the potential dissolution of the Lake Forest Housing Authority to reduce administrative costs.

Lead Department - Finance

Budget Impact - Staff Resources

Fund - General Fund

Estimated Completion - FY 2024-25

Goal C

Our healthy city government is sustainable and well-run with committed people.

Priority Area 2 - Well-run: Good governance and professional management support the City's ability to serve the needs of the community.

Strategy (A) Continuously improve our effectiveness in procuring and managing financially sustainable contract services.

Initiative

(SP#74) Implement New Procurement System

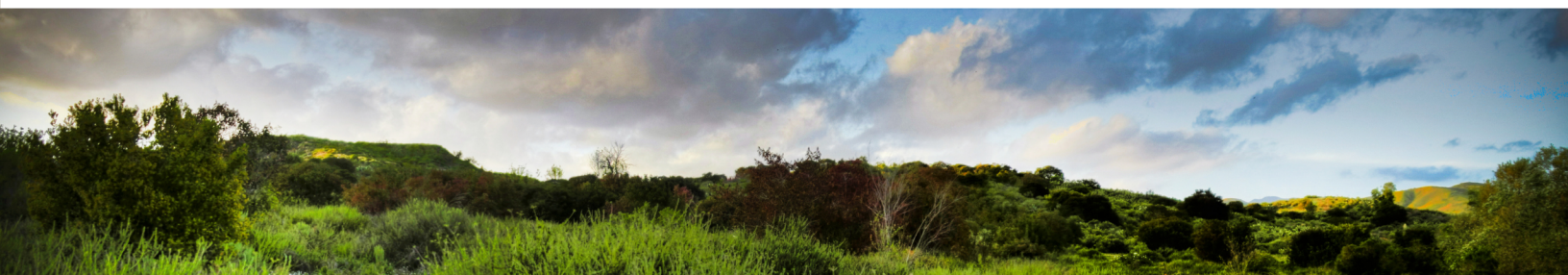
Implement new procurement system that accommodates the City's internal processes.

Lead Department - Finance

Budget Impact - \$30,765

Fund - General Fund

Estimated Completion - FY 2023-24



Goal C

Our healthy city government is sustainable and well-run with committed people.

Priority Area 2 - Well-run: Good governance and professional management support the City's ability to serve the needs of the community.

Strategy (B) Implement modern workplace policies that cultivate an effective, efficient workforce.

Initiative

(SP#75) Contract Staffing Policy

Develop and implement policies that preserve the City's ability to effectively manage services provided by contract staff.

Lead Department - Management Services

Budget Impact - Staff Resources

Fund - General Fund

Estimated Completion - FY 2023-24

(SP#76) Enhanced Internal Survey System

Procure an enhanced employee survey system to track the productivity and wellbeing of the Lake Forest workforce.

Lead Department - Management Services

Budget Impact - \$6,200

Fund - General Fund

Estimated Completion - FY 2023-24



Goal C

Our healthy city government is sustainable and well-run with committed people.

Priority Area 3 - Committed People: Talented staff and contractors are vital assets to our organization and essential to effective and efficient operations.

Strategy (A) Professionally develop and retain staff to match skills with organizational and community needs.

Initiative

(SP#77) Lake Forest Research & Development Team

Establish an internal team of emerging leaders to research, develop, and recommend key policy initiatives.

Lead Department - City Manager

Budget Impact - \$1,000

Fund - General Fund

Estimated Completion - FY 2023-24

(SP#78) Modernize Recruitment System

Advertise job opportunities on contemporary platforms and establish a remote interview process.

Lead Department - Management Services

Budget Impact - \$5,000

Fund - General Fund

Estimated Completion - FY 2023-24

(SP#79) Succession Planning

Implement employee growth program that includes formal stretch assignments, development tracking, and cross-departmental learning opportunities.

Lead Department - Management Services

Budget Impact - Staff Resources

Fund - General Fund

Estimated Completion - FY 2024-25

Goal C

Our healthy city government is sustainable and well-run with committed people.

Priority Area 3 - Committed People: Talented staff and contractors are vital assets to our organization and essential to effective and efficient operations.

Strategy (B) Continuously assess the optimal staffing levels required to provide in-demand services to residents and businesses.

Initiative

(SP#80) Law Enforcement Staffing Needs Evaluation

Develop standards for assessing staffing needs for the OCSD contract and the potential of adding two deputies with an approximate first-year cost of \$900,000 and \$700,000 annually thereafter.

Lead Department - City Manager

Budget Impact - Staff Resources

Fund - General Fund

Estimated Completion - FY 2023-24

