



Strategic Business Plan

FY 2021-22 through FY 2027-28



City Council



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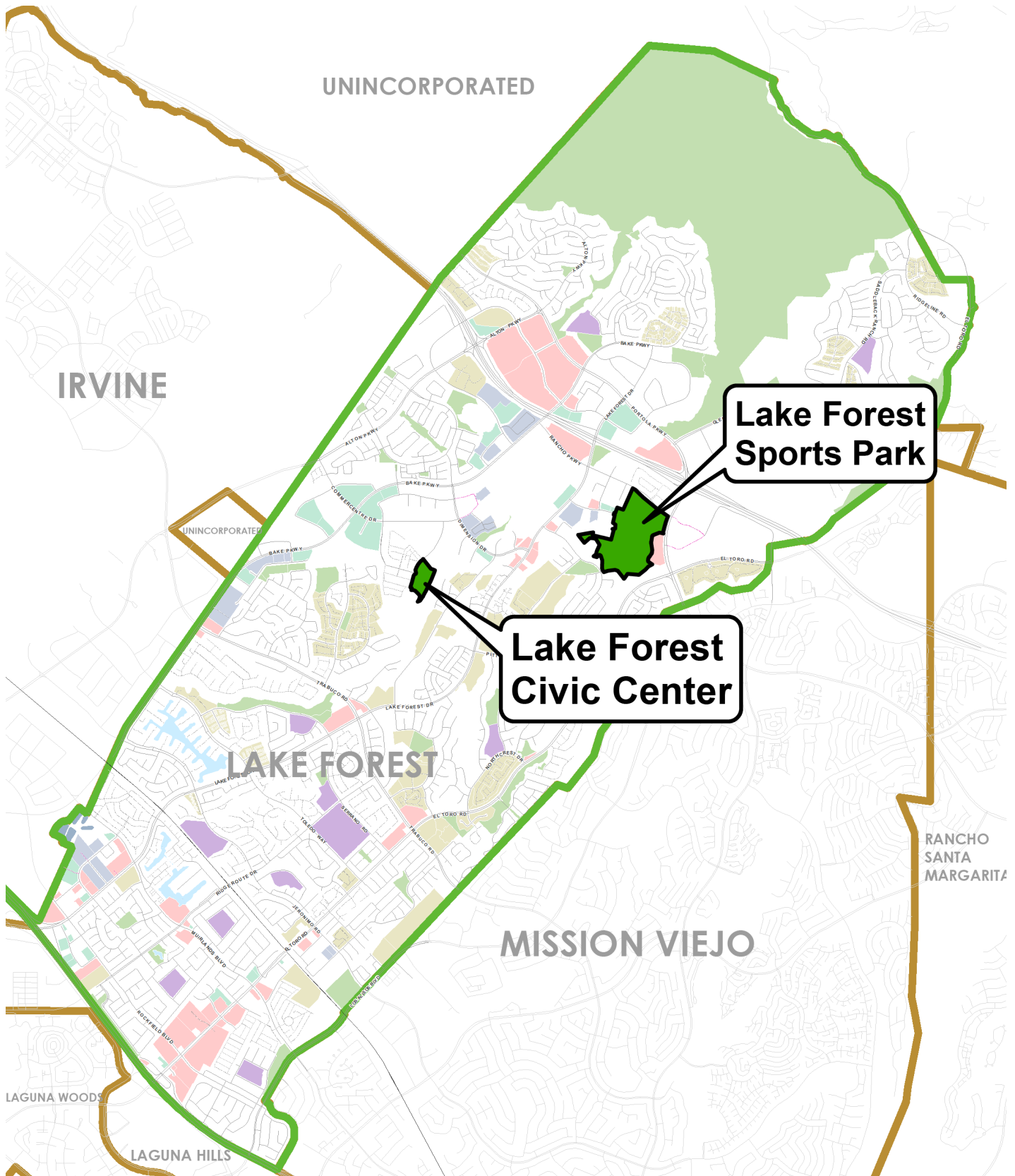
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City Map





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 2021-22 through 2027-28.

Thanks to the City Council's leadership, the plan establishes a clear mission and vision to guide Lake Forest over the next 7 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 its citizens well into the future.

Over the next 7 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





Lake Forest City Hall

Executive Summary

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

Input to the plan was gathered through the City's biennial Resident & Business 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 the 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 within City departments, and through the City Manager.

In addition to a bi-annual 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 may also provide interim updates on specific projects and strategies as needed.



A Better Lake Forest Results From...



A photograph of a paved path leading through a lush green park with large trees. The path is made of light-colored concrete and leads from the bottom center towards the middle ground. On either side of the path are large, mature trees with dense green foliage. The trees create a canopy effect over the path. In the background, a grassy area and some distant structures are visible. The overall scene is peaceful and natural.

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.

El Toro Park



Veterans Park

Goals and Priority Areas

Goals	Priority Areas
Goal A Our livable City is well-planned, attractive, and safe.	<ol style="list-style-type: none"> 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 of life.
Goal B Our connected City is engaged, informed, and technologically current.	<ol style="list-style-type: none"> 1. Informed — Transparency about decision making and 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 and 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.	<ol style="list-style-type: none"> 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 Areas	Strategies
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 visual character of the city 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 of 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 Areas	Strategies
Engaged Outreach, creative events, and programs inspire connection and engagement between the community and City government.	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 accesible to all residents.
Informed Transparency about decision making and government performance cultivates public trust.	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 enhance organizational efficiency and help our community.	a) Enhance efficiencies and services through technology.



Baker Ranch Community Park

Goal C

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

Priority Areas	Strategies
Sustainable Responsible financial policies and prudent decisions provide short-term fiscal stability and long-term financial health.	<p>a) Implement Financial Management and Budgetary Policy to maintain the financial integrity of the City.</p> <p>b) Operate according to policy on cost recovery.</p> <p>c) Analyze major programs to identify potential cost savings and manage future costs.</p>
Well-Run Good governance and professional management support the City’s ability to serve the needs of the community.	<p>a) Continuously improve our effectiveness in procuring and managing financially sustainable contract services.</p> <p>b) Implement modern workplace policies that cultivate an effective, efficient workforce.</p>
Committed People Talented staff and contractors are vital assets to our organization and essential to effective and efficient City operations.	<p>a) Professionally develop and retain staff to match skills with organizational and community needs.</p> <p>b) Continuously assess the optimal staffing levels required to provide in-demand services to residents and businesses.</p>



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 #/Title	Initiative/Project Description
SP#1 Lake Forest Transportation Mitigation Program	<p>Complete infrastructure projects that increase mobility and reduce congestion with Local Forest Transportation Mitigation (LFTM) funds paid for by developments.</p> <ul style="list-style-type: none"> - Lake Forest Rd & Rancho Pkwy (LFTM) (# PW 2020-06) - El Toro Rd & Portola Pkwy/Santa Margarita Pkwy (LFTM) (# PW 2019-03) - Bake Pkwy & Irvine Blvd/Trabuco Rd (LFTM) (# PW 2019-02) - Bake Pkwy & Jeronimo Rd (LFTM) (# PW 2020-04) - Lake Forest Dr & Jeronimo Rd (LFTM) (# PW 2020-03) - Lake Forest Dr & Rockfield Blvd (LFTM) (# PW 2019-06) - Los Alisos & Rockfield (LFTM) (# PW 2022-11) - Lake Forest Dr. & I-5 (LFTM/NITM) (# PW 2028-10) - Bake Pkwy & Rockfield - not within City-limits (LFTM) (# PW 2028-11)
SP#2 Meadows Traffic Mitigation Program	<p>Use Meadows Traffic Improvement Funds (MTIF) to manage impacts related to the Meadows development.</p> <ul style="list-style-type: none"> - Bake Pkwy/Baffin Bay Intersection Improvements (# PW 2020-19) - Bake Pkwy/Toledo Way Intersection Improvements (# PW 2020-18)
SP#3 Foothill Circulation Phasing Plan	<p>Utilize developer-funded Foothill Circulation Phasing Plan (FCPP) to make various transportation improvements that reduce congestion and improve traffic flow.</p> <ul style="list-style-type: none"> - Los Alisos Blvd/Muirlands Blvd Intersection Improvements (# PW 2019-07) - Jeronimo Rd Widening at El Toro Rd (# PW 2019-08) - El Toro Rd Raised Medians from Jeronimo Rd to Trabuco Rd (# PW 2020-07)
SP#4 New Traffic Circulation/Mobility Projects	<p>Projects which increase mobility and implement new approaches to traffic circulation.</p> <ul style="list-style-type: none"> - Protective Permissive Left Turn Project (# PW 2023-03) - Audible Pedestrian Signals (APS) (# PW 2023-02) - Increase Bike Lanes in Lake Forest (# PW 2020-05B) - Trabuco Rd Ascension Cemetery Left Turn Holding Pocket (# PW 2025-02)
SP#5 Traffic Signal Synchronization	<p>Utilize grants and other transportation funds to complete traffic signal synchronization projects that provide more efficient traffic flow.</p> <ul style="list-style-type: none"> - Alton Pkwy (# PW 2020-16) - Portola Pkwy (# PW 2020-15) - Rockfield Blvd (# PW 2023-04)
SP#62 Maintain "Good" Pavement Condition of the City's Roads	<p>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).</p>



	Lead Department	Budget Impact	Fund	Estimated Completion Date
	Public Works	\$8,948,400	LFTM/NITM	FY 2021-22 - FY 2025-26
	Public Works	\$2,475,000	Meadows Traffic Improvement Funds	FY 2022-23 - FY 2023-24
	Public Works	\$5,025,000	FCCP	FY 2022-23 - FY 2023-24
	Public Works	\$1,415,000	General Fund/ CDBG/M2/SB1	FY 2021-22 - FY 2025-26
	Public Works	\$525,000	Gas Tax, AQMD, and Grants	FY 2021-22 - FY 2023-24
	Public Works	\$28,000,000	Measure M2 Fair Share/ Gas Tax - Road Maintenance Rehabilitation Account / Gas Tax / City Road Infrastructure Fund	FY 2021-22 - FY 2027-28

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

Initiative #/Title	Initiative/Project Description
SP#63 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. (# PW 2022-02).
SP#6 Permit Parking Software	Mobile app to efficiently administer and enforce permit parking while improving resident experience for annual renewal and guest passes.
SP#7 General Plan Implementation	Develop and implement programs to promote energy conservation in construction and transportation projects. Procure a consultant to assist in implementing energy conservation and pollution reduction strategies.

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

SP#8 Mixed-Use Zoning	Prepare objective design standards and development requirements to implement the Mixed-Use land designations included in the General Plan Update 2040.
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Strategy (c): Ensure that economic and housing initiatives provide opportunities for all residents.

SP#10 Housing Element Update	Utilize grant funding to update required General Plan Element that provides analysis of housing needs and identifies sites to accommodate housing for all residents regardless of income (RHNA).
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Strategy (d): Strategically accommodate State mandates to ensure the highest level of local control, community involvement, and organizational effectiveness.

SP#11 Mandatory Food Waste & Commercial Recycling	Develop SB 1383 compliant program. Provide organic waste collection for all residents and businesses, establish edible food recovery program, conduct public outreach and education, adopt an organics diversion ordinance with enforceable mechanisms, and adopt procurement policy that includes the use of recycled organics materials.
SP#12 Mountain View Affordable Housing Project	Develop public engagement plan related to the National CORE affordable housing development.
SP#13 Housing Mandates	Update City ordinances, regulations, and programs to comply with State mandates in a manner that best reflects City values.

Strategy (e): Maintain business attraction services to bring new retail stores to the city.

SP#64 Retail Attraction	Work with City consultant(s) to retain and enhance business attraction services.
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	Lead Department	Budget Impact	Fund	Estimated Completion Date
	Public Works	\$225,000	General Fund	FY 2023-24
	Public Works	\$10,000	Gas Tax	FY 2022-23
	Community Development	\$75,000	General Fund	FY 2021-22
	Community Development	\$120,000	General Fund (Reimbursed through LEAP Grant)	FY 2021-22
	Community Development	\$94,000	General Fund (Reimbursed through LEAP Grant)	FY 2021-22
	Public Works/ Management Services	\$15,000	General Fund	FY 2021-22
	Management Services/ City Manager	\$3,000	General Fund	FY 2021-22
	Community Development	Staff Resources	General Fund	On-going
	Economic Development	\$20,000	General Fund	FY 2021-22

Strategy (f): Develop and implement initiatives to address negative economic impacts caused by COVID-19.

Initiative #/Title	Initiative/Project Description
SP#65 Restaurant Recovery	Program American Rescue Plan Act Funds to assist restaurants with economic recovery.
SP#66 Open for Business Campaign	Facilitate outdoor dining through local zoning and programs that support and promote open-air, take-out, and delivery options.

Priority Area 2 - Attractive: Investment and maintenance in public facilities, infrastructure, and natural resources enhances 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.

SP#14 Citywide Street Sign Refresh	Create new street name sign design and replace street signs citywide, beginning in southwest Lake Forest (# PW 2021-06 and # PW 2022-06).
SP#15 Southwest Lake Forest Neighborhood Task Force	Interdepartmental task force to address neighborhood concerns identified in the January 2021 Community Satisfaction Study.
SP#16 Noise Ordinance Update	Develop and implement noise mitigation strategies to protect residents from excessive exposure to noise.

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

SP#17 Arbor Mini Parks	Reactivate Arbor Mini Parks through new uses, perimeter fencing, and new landscape (# PW 2019-17).
SP#18 Park Enhancements	<p>Complete various significant maintenance or enhancement projects to retain the high-quality of the City's park facilities.</p> <ul style="list-style-type: none"> - Playground Resurfacing Projects (# PW 2021-08) - Heroes Park Electrical Repairs and LED/Efficiency Upgrades (# PW 2022-08) - El Toro Lodge Pole Fencing Repairs (# PW 2021-09) - Park Gazebo Repair & Replacement (# PW 2022-09) - Replace synthetic fields installed in 2014 at the Lake Forest Sports Park (# PW 2024-02)
SP#19 Neighborhood Park Renovations - Phase 3	Renovate Lake Forest Park and the Nature Park based upon a community input process (# PW 2023-06).



	Lead Department	Budget Impact	Fund	Estimated Completion Date
	Economic Development	Staff Resources	American Rescue Plan Act	FY 2021-22 & FY 2022-23
	Economic Development	Staff Resources	General Fund	FY 2021-22

	Public Works	TBD/\$300k	General Fund	FY 2023-24
	City Manager/ Community Development/ Public Works	\$70,000	General Fund	FY 2021-22
	Community Development	\$75,000	General Fund	FY 2022-23
	Public Works	\$820,000	Park Development Fund	FY 2021-22
	Public Works	\$2,220,000	General Fund/ CDBG/Prop 68	FY 2021-22 - FY 2024-25
	Public Works	\$600,000	General Fund	FY 2024-25

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

Initiative #/Title	Initiative/Project Description
SP#20 Assess Efficiency Updates to Lighting Citywide	Comprehensively assess lighting at City facilities to determine if LED retrofitting can provide cost savings and increase light coverage.
SP#21 Community Choice Aggregation Community Engagement Project	Implement the City's CCA Community Engagement Plan to help determine the City's interest in pursuing CCA.
SP#9 Broadband Feasibility Study	Procure consultant to conduct feasibility study related to a City-led broadband initiative.

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

SP#22 Craft Show and Art Fair	Transform Community Center into boutique for crafts by Lake Forest artists and crafters.
SP#23 Offer Recreation that Reflects the Interests of the Community	Identify emerging recreation, sports, and activities that interest the community, such as pickleball tournaments.

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.

SP#24 Increase Law Enforcement Contract by Adding Two Deputy Sheriffs	Add two full-service deputies to the City's contract with OCSD (first year costs: \$800,000, on-going costs: \$600,000).
SP#25 Lake Forest Geofence	Expand the use of the City's Automatic License Plate Reader System Cameras by adding cameras at major arterial intersections or high traffic areas near city borders.
SP#26 "Stay Safe Lake Forest" Campaign	Continue public education initiatives to maintain a low crime rate in the City such as Stay Safe Lake Forest, a series of community seminars to educate residents on crime prevention/safety.

Strategy (b): Maintain public safety by engaging community members.

SP#27 Neighborhood Watch	Increase participation and effectiveness of the neighborhood watch program.
SP#28 Business Watch	Work in conjunction with OCSD to bolster/enhance OCSD's business watch program for Lake Forest.
SP#28 Revamp Lake Forest Leadership Academy	Launch an updated version of the Lake Forest Leadership Academy that includes modules for neighborhood watch, business watch, and homelessness.



	Lead Department	Budget Impact	Fund	Estimated Completion Date
	Public Works	\$565,000	General Fund	FY 2023-24
	City Manager/ Economic Development	\$20,500	General Fund	FY 2021-22
	City Manager	\$85,000 (est.)	American Rescue Plan Act	FY 2021-22
	Management Services	TBD	General Fund	FY 2021-22
	Management Services	TBD	General Fund	FY 2021-22
	City Manager	\$800,000	General Fund	TBA
	Police Services	\$80,000	General Fund	FY 2022-2023
	Management Services	\$0	General Fund	FY 2021-22 & FY 2022-23
	Police Services	Staff Resources	General Fund	FY 2021-22
	Police Services	Staff Resources	General Fund	FY 2021-22
	Management Services	\$3,000	General Fund	FY 2021-22

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

Initiative #/Title	Initiative/Project Description
SP#30 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.
SP#31 City AM 1690 Radio	Establish AM radio station to communicate with residents during wildfires or other emergency events. Emphasis on emergency preparedness.
SP#32 Comprehensive Emergency Management Plan	Procure consultant services to produce a new, comprehensive emergency management plan.

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 #/Title	Initiative/Project Description
SP#33 Explore Emerging Technology to Increase Communication	Explore the use of new technologies to communicate with residents and businesses to encourage two-way connectivity.
SP#34 New Website	Launch new City website.

Strategy (b): Reinvigorate civic life in the post-COVID-19 environment via special events and programs.

SP#35 2021 4th of July Fireworks Show & Summer Concert Series	Bring the community together to celebrate the 4th of July with a concert and fireworks show and reinstitute the City's summer concert series.
SP#36 Literature and Culture	Engage the community with a storytelling festival, author presentations for all ages, and reading contests.
SP#37 Lake Forest Sports Park Tournaments	Increase number of tournaments from 11 to 24 annually.
SP#38 Resident-Led Emergency Preparedness	Train graduates of CERT basic class to lead CERT program and launch Lake Forest amateur radio operators bi-monthly meeting.



	Lead Department	Budget Impact	Fund	Estimated Completion Date
	Community Development	\$75,000	General Fund	FY 2022-23
	Management Services	\$3,000	General Fund	On-going
	Management Services	\$250,000	American Rescue Plan Act	FY 2021-22

	Lead Department	Budget Impact	Fund	Estimated Completion Date
	Management Services	Staff Resources	General Fund	FY 2021-22
	Management Services	\$65,000	General Fund	FY 2021-22
	Management Services	\$154,000	General Fund	FY 2021-22
	Management Services	\$5,000	General Fund	FY 2021-22
	Management Services	TBD	General Fund	FY 2021-22
	Management Services	\$500	General Fund	FY 2021-22

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

Initiative #/Title	Initiative/Project Description
SP#39 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.
SP#40 Lake Forest TV	Launch Lake Forest TV and develop content to increase opportunities for residents to learn about the City's decision-making processes.
SP#41 Performing Arts Advisory Committee	Form an advisory committee to the Community Services Commission to build upon the use of the City's Performing Arts Center.
SP#42 Redistricting	Engage the community in the redistricting process based upon 2020 US Census.

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

Strategy (a): Develop programs to expand access to City government.

SP#43 Broadcast City Commission Meetings on LFTV	Broadcast all commission meetings on LFTV, enabling all residents to view proceedings on COX ch. 851.
SP#44 Expand "Pop Up" City Hall	Transition from ad hoc "Pop Up City Hall" events to a regularly scheduled "Pop Up City Hall" allowing for promotion via the Leaflet.

Strategy (b): Involve the public in measuring the quality and effectiveness in services delivered by the city.

SP#45 Measure Quality of Services and Programs	Continue biennial Community Satisfaction Study and utilize new technology to perform ad hoc surveys as needed.
SP#46 Lake Forest Leadership Academy - Graduate Course	Develop a graduate/continuing studies version of the Lake Forest Citizens' Leadership Academy with an increased focus on important issues and to maintain resident "goodwill ambassadors."

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

Strategy (a): Enhance efficiencies and services through technology.

SP#47 Asset Inventory & Management System	The City will procure a consultant to conduct an inventory and condition assessment of city owned assets in developing an Asset Management Plan.
SP#48 Financial Management System	Procure and implement a financial management system (ERP) to modernize financial practices and provide opportunities for resident self-service access to City services.
SP#49 Document Imaging and Storage System	Procure a new document retention system to increase public access to City records.



	Lead Department	Budget Impact	Fund	Estimated Completion Date
	City Clerk	TBD	General Fund	FY 2023-24
	Management Services	\$2,000	General Fund	FY 2021-22
	Management Services	\$1,000	General Fund	FY 2021-22
	City Clerk	\$70,000	General Fund	FY 2021-22

	Management Services	\$3,900	General Fund	FY 2021-22
	Management Services	TBD	General Fund	FY 2021-22
	Management Services	\$48,900	General Fund	FY 2022-23
	Management Services	\$1,200	General Fund	FY 2022-23

	Finance	\$300,000	General Fund/ ARPA	FY 2022-23
	Finance	\$450,000	General Fund/ ARPA	FY 2022-23
	City Clerk	\$100,000	General Fund	FY 2022-23

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 #/Title	Initiative/Project Description
SP#50 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.).
SP#51 General Fund Risk Reserve Policy Update	Update the City's risk-based reserves policy to reflect long-term strategic planning goals.

Strategy (b): Operate according to policy on cost recovery.

SP#52 Biennial Fee Study	Conduct a comparative analysis of City of Lake Forest fees vs fees charged for similar services in nearby communities.
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Strategy (c): Analyze major programs to identify potential cost savings and manage future costs.

SP#53 Implement "1% Review"	Annually review certain services that obligate at least 1% of General Fund budget.
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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.

SP#54 Comprehensive Update to Purchasing Policies	Update the City's Purchasing Policies and increase staff training to accurately identify contract scope to match services needed. Improve procurement document strategy.
SP#55 Modernize Document Retention Policies	Modernize the City's document retention policies. Emphasize storage of electronic records over hard copies to preserve physical space. Update retention timelines.

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

SP#56 Contract Staffing Policy	Develop and implement policies that preserve the City's ability to effectively manage services provided by contract staff.
SP#57 Implement Telecommuting Policy	Develop and implement a policy to facilitate telecommuting for select job classifications. Policy will include performance measurement framework.



	Lead Department	Budget Impact	Fund	Estimated Completion Date
	City Manager/ Finance	Staff Resources	General Fund	FY 2021-22
	Finance	Staff Resources	General Fund	FY 2021-22
	Finance	\$49,500	General Fund	FY 2020-21 - FY 2024-25
	City Manager	Staff Resources	General Fund	FY 2021-22, On-going
	City Manager	Staff Resources	General Fund	FY 2021-22
	City Clerk	TBD	General Fund	FY 2024-25
	Management Services	Staff Resources	General Fund	FY 2022-23
	City Manager/ Management Services	TBD	General Fund	FY 2021-22

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

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

Initiative #/Title	Initiative/Project Description
SP#58 Lake Forest Employee Retention Program	Develop programs related to employee retention, including “stay” interviews, “ladder” promotion opportunities, and an employee satisfaction survey.
SP#59 Join Team Lake Forest	Market Lake Forest as a top notch employer, emphasizing modern facilities, innovate public sector compensation system, and succession planning.
SP#60 Develop Lake Forest Succession Plan	Human resources to develop a comprehensive succession plan that includes training, academy courses, job shadowing, etc.

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

SP#61 Biennial Classification and Compensation Plan	Human Resources to implement a biennial classification and compensation study to (a) assess the staffing needs of the organization and (b) meet those staffing needs with competitive compensation plans.
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	Lead Department	Budget Impact	Fund	Estimated Completion Date
	Management Services	\$5,000	General Fund	FY 2021-22
	Management Services	Staff Resources	General Fund	FY 2020-21
	Management Services	Staff Resources	General Fund	FY 2022-23
	Management Services	\$30,000 (for full study)	General Fund	FY 2022-23 & FY 2024-25