



2025 Strategic Plan Update



Current Strategic Plan



June 2023: City Council adopted the **2023–2030 Strategic Business Plan** to guide long-term planning and budgeting



7-Year Strategic Plan updated with development of 2-year Operating Budget



To date, 39 of the 80 initiatives in the current plan have been completed; staff now **propose revisions to 20 initiatives and 33 new initiatives.**



Current Strategic Plan



80 total initiatives in 2023–2030 Strategic Plan

39 initiatives complete out of **76 programed** for FY 23/24 and FY 24/25



Out of **37 initiatives in progress**:

20 initiatives revised in draft update to Strategic Plan

17 reached **substantial progress**

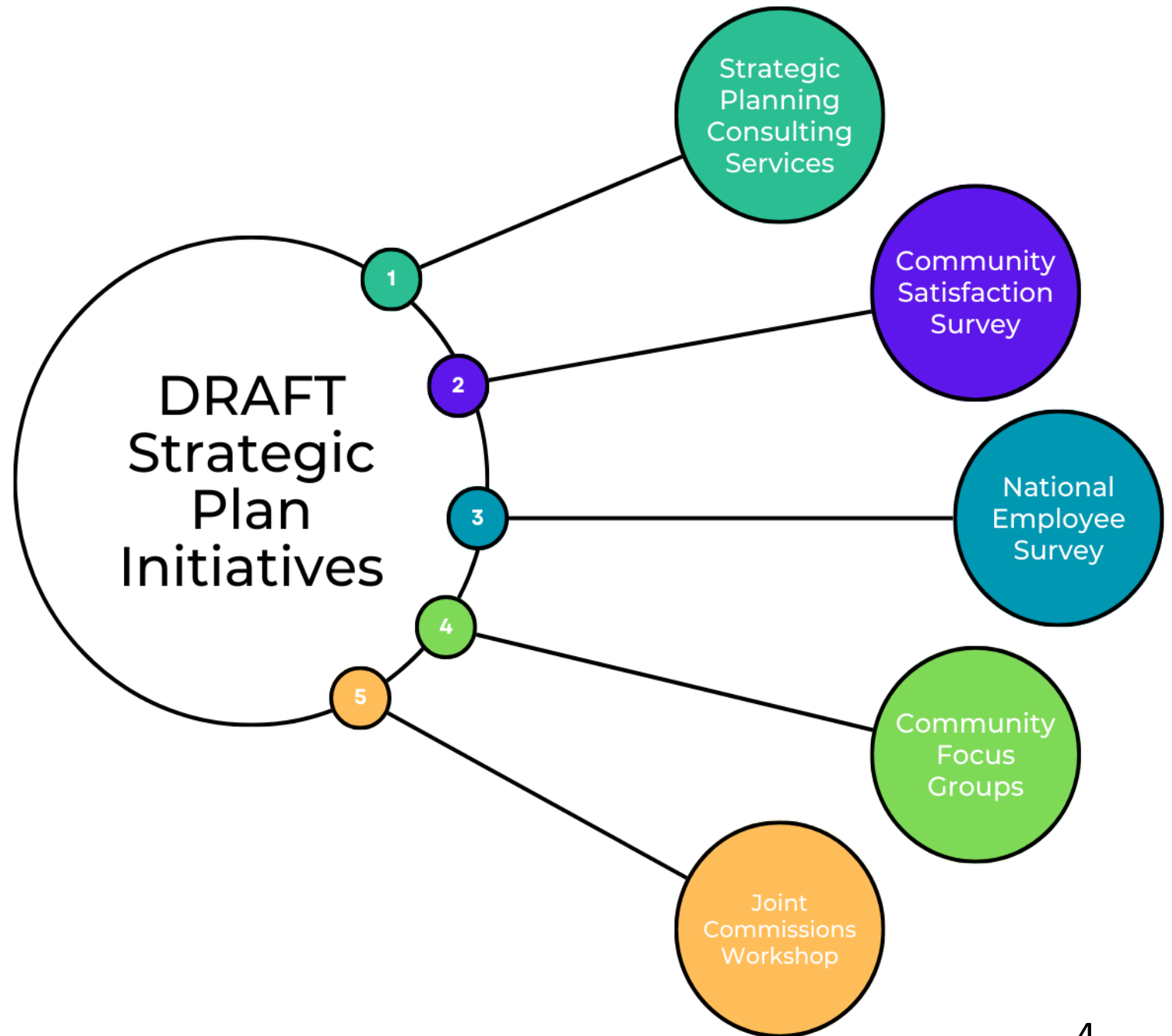


4 expected to reach completion by end of FY 24/25

(e.g. SP # 80 – Law Enforcement Staffing Needs Evaluation)

13 remaining will be **completed or reprogrammed**

Strategic Plan Update Process



Goal A – Strengthening Community Identity



Branding: 22% "Not sure/cannot think of anything" for location, landmark, or visual associated with LF

SP #16 – City Branding Entryways



Business: Importance of promoting economic development and revitalizing outdated areas

SP #18 – Golf Course Request for Proposal (RFP) with the County



Community Focus Groups: Expanded programs for a wider range of age groups/demographics

SP #26 – Community Services Programming at the Performing Arts Center (PAC)

Goal A – Enhancing Public Safety and Infrastructure



Police Services: Importance of maintaining low crime rate, investigating criminal activity, and enforcing traffic laws

- SP #2 – Traffic Management Center

Public Works: Importance of maintaining parks and picnic areas

- SP #13 – Implement Development Impact Fee Program
- SP #21 – Veterans Brick Program
- SP #22 – Asset Management Program Work Order System

Goal A – Improving Safety and Expanding Community Amenities



Resident Recommendations: Improve public safety

- SP #29 – Park Security Enhancements
- SP #30 – Emergency Communication Enhancements at the Sports Park

Resident Recommendations: Attract new restaurants and stores

- SP #14 – Hiring a Broker for Retail Recruitment
- SP #15 – Citywide Branding Implementation

Resident Recommendations: Reduce cost of living, Provide more affordable housing, develop walkable shopping areas

- SP #12 – Whispering Hills Entitlement Process (Phase 1)



Goal B – Supporting Businesses

Business: 75% responded learning how to market or advertise their business would make them more profitable

- SP #32 – Business Attraction Marketing
- SP #34 – Lake Forest Flavors

Business: Importance of providing building permit services

- SP #42 – Streamlining Business Startup Support: Integration of Planning and Economic Development

Goal B – Engaging Connections and Expanding Information Access



Communications and Marketing: 11% of residents and 9.5% of businesses selected Not sure/Do not receive information in response to source of City information

Community Focus Groups: Lack of familiarity with City offerings

- SP #31 – New Lake Forest Resident Packet
- SP #35 – Realtor Partnerships

Communications and Marketing: Website one of top sources of information 21% of residents, 25% of businesses (top source)

- SP #45 – Integrated Redaction Services

Goal B – Service Offerings in the Community



Community Services: Importance of providing recreation programs for various participants/populations

SP #36 – Community Services Program Scholarships



Development Services: Importance of enforcing zoning regulations

SP #28 – Analysis of Regulatory Options for Massage and Personal Care Services



Development Services: Importance of issuing building permits

SP #43 – Streamline Planning and Building Division Pre-Application & Inquiry Process



Resident Recommendations: Provide more community focused events

SP #33 – USA 250: A Celebration of the United States 250th Anniversary (Semiquincentennial)

Goal B – Improve Resident Service Experience through Technology



Resident
Recommendations:
Improve city planning



SP #38 – Advanced GIS for
Infrastructure & Community
Engagement



SP #40 – Develop a 5-Year City-
Wide Technology Master Plan

Goal B – Engaging the Public in the City's Progress and Planning Processes



SP #37 – Improve Financial Transparency and Accessibility for the Community



SP #39 – Strategic Planning Software

Resident
Recommendations:
Improve budgeting
and fiscal planning

Goal C – Continuing to Provide High Quality Services and Plan for Future



Resident
Recommendations:
Improve budgeting
and fiscal planning



SP#46 – Conduct a
Comprehensive Fee Study
and Cost Allocation Plan



SP #47 – Review of Contract
Services vs. In House Services

Goal C – Employee Engagement and Development



Employee Key Driver: Collaboration between departments

- SP #53 – Employee Newsletter

Employee Key Driver: Providing opportunities for employees to learn and grow
Satisfaction – 61% Opportunities to develop a career path at the organization

- SP #52 – Lead with Purpose: Employee Development and Engagement
- SP #51 – Managers Professional Development Group

Goal C – Continuous Improvement of Internal Services



Employees: Satisfaction – 76%
Purchasing Services Overall

SP #48 – Procurement
Framework Revamp



Employees: Satisfaction –
77% Human Resources Services Overall
77% Benefits Administration
71% Training Services

SP #50 – Implement a
Learning Management
System

Recommended Actions & Questions



- Receive and file report
- Provide comment and direction on proposed updates to Strategic Plan
- Next Steps: Revise initiatives and provide final version of updated Strategic Plan for consideration June 3, 2025