



CITY COUNCIL AGENDA REPORT

MEETING DATE: 4/29/2025

DEPARTMENT: City Manager

SUBJECT:

2025 STRATEGIC PLAN UPDATE

RECOMMENDED ACTION(S):

1. Receive and file a report from staff summarizing proposed updates to the City's Strategic Business Plan.
 2. Provide comment and direction on staff's proposed updates to the Strategic Business Plan.
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EXECUTIVE SUMMARY:

On June 20, 2023, the City Council adopted the 2023-2030 Strategic Business Plan, which covers fiscal years 2023-24 through 2029-30 ("Strategic Plan") (Attachment 1). Traditionally, the City provides updates to the Strategic Plan as a new two-year Operating Budget is adopted. To date, the City has completed 39 initiatives in the current Strategic Plan. At this point in time, staff is proposing revisions to 20 existing initiatives and in addition to 33 new initiatives.

The project list for the 2025 Strategic Plan Update includes a variety of initiatives staff are proposing in response to the Strategic Plan development process which began in October 2024 (Attachments 2 and 3). Community, staff, and stakeholder input has informed the development of these initiatives. The City collected this input via surveys, focus groups, meetings, and consultant services:

- Starting in October 2024, Strategic Planning Consultant, Drew Corbett of DKG Consultants, Inc., conducted staff workshops, met with individual City Council Members, and facilitated a Strategic Planning Exercise on March 25, 2025.
- Community Satisfaction Survey by True North Research conducted December 2024, published and presented in 2025.
- Community Focus Groups conducted in November 2024.
- National Employee Survey by Polco conducted November 2024.
- Joint Commissions Workshop conducted February 25, 2025.

Staff recommend the City Council consider the proposed project list for the 2025 Strategic Plan Update. After receiving City Council direction, staff plan to present a final version of the 2025 Strategic Plan Update in June. At its June 3, 2025, meeting, the City Council will have the opportunity to consider the final version of the 2025-2032 Strategic Business Plan alongside the proposed 2025-2027 Operating Budget.

BACKGROUND:

On June 20, 2023, the City Council adopted the 2023-2030 Strategic Business Plan (Attachment 1). Traditionally, the City updates to the Strategic Plan as a new two-year Operating Budget is adopted. To date, the City has completed 39 of the 80 initiatives in the current Strategic Plan. At this point in time, staff is proposing revisions to 20 existing initiatives and in addition to 33 new initiatives.

The project list for the 2025 Strategic Plan Update includes a variety of initiatives staff are proposing in response to the Strategic Plan development process which began in October 2024 (Attachments 2 and 3). Community, staff, and stakeholder input has informed the development of each of these initiatives. The City collected this input via surveys, focus groups, meetings, and consultant services:

- **Strategic Planning Consulting Services** –DKG Consultants, Inc. (“DKG”) conduct staff workshops and met with City leadership to identify City priorities and prepare to propose new projects and initiatives. Drew Corbett of DKG also met with individual City Council Members to complete a SWOT exercise to identify strengths, weaknesses, opportunities, and threats the Council would like to address. On March 25, 2025, Mr. Corbett facilitated a Strategic Planning Exercise to assist the City Council in prioritizing potential initiatives and concerns as a group.
- **Community Satisfaction Survey** - True North Research conducted the biennial survey which includes both a resident and a business component. The survey was conducted between November and December 2024 and was published and presented to the City Council in early 2025.
- **Community Focus Groups** – As included in the 2023-2030 Strategic Plan as initiative SP #42, the Community Focus Groups conducted in November 2024, served to gather qualitative data from 48 residents from six different, demographically mixed groups. Findings were presented before the Community Services Commission in February 2025 and before the City Council during the Strategic Planning Workshop.
- **National Employee Survey by Polco** – The City participated in the Polco National Employee conducted in November 2024. This survey serves as a

nationally benchmarked indicator of City employee satisfaction and informs several internally focused projects.

- **Joint Commissions Workshop** - On February 25, 2025, the City Community Services Commission, Planning Commission, and Traffic and Parking Commission participated in a joint meeting to review and provide feedback on the City's Mission and Vision and to participate in a Branding Exercise facilitated by the City Manager and Assistant to the City Manager. Feedback on the Strategic Plan Mission and Vision has been incorporated into the draft Strategic Plan document (Attachment 3)

Each of these inputs and their related findings were discussed during the Strategic Planning Workshop held on March 25, 2025. At the meeting, the City Council identified draft initiative concepts and provided feedback on the concepts presented.

DISCUSSION:

Each initiative on the proposed project list bears a connection with the findings brought forth through the Community Satisfaction Survey ("CSS"), the Community Focus Groups, or the Polco National Employee Survey ("NES"). This data is used to identify and prioritize the initiatives that would provide the most value and impact to the community. City Council priority is also indicated on the list of proposed initiatives (Attachment 2).

Table 1 groups the 33 new proposed initiatives based on the community priority or congruence with key findings. Some initiatives are supported by more than one key finding; however, only the primary one is shown in Table 1. Attachment 2 lists all the key findings correlated with each proposed initiative.

Table 1: New Initiatives Grouped by Key Findings and Strategic Goals

Goal(s)	Source	Key Finding(s)	Initiatives
A	Community Satisfaction Survey	Branding: 22% "Not sure/ Cannot think of anything" for location, landmark, or visual associated with LF (CSS, p. 48)	SP #16 – City Branding Entryways
A	Community Satisfaction Survey	Business: Importance of promoting economic development and revitalizing outdated areas (CSS, p.36)	SP #18 – Golf Course Request for Proposal (RFP) with the County
A	Community Focus Groups	Community Focus Groups: Expanded programs for a wider range of age groups/demographics	SP #26 – Community Services Programming at the Performing Arts Center (PAC)
A	Community Satisfaction Survey	Police Services: Importance of maintaining low crime rate, investigating criminal activity,	SP #2 – Traffic Management Center

Goal(s)	Source	Key Finding(s)	Initiatives
		and enforcing traffic laws (CSS p.26)	
A	Community Satisfaction Survey	Public Works: Importance of maintaining parks and picnic areas (CSS p.31)	SP #13 – Implement Development Impact Fee Program SP #21 – Veterans Brick Program
A	Community Satisfaction Survey	Resident Recommendations: Improve public safety (CSS, p. 19)	SP #29 – Park Security Enhancements SP #30 – Emergency Communication Enhancements at the Sports Park
A	Community Satisfaction Survey	Resident Recommendations: Attract new restaurants and stores (CSS, p.19)	SP #14 – Hiring a Broker for Retail Recruitment SP #15 – Citywide Branding Implementation
A	Community Satisfaction Survey	Residents Recommendations: Reduce cost of living, Provide more affordable housing, Develop walkable shopping areas (CSS, p. 19)	SP #12 - Whispering Hills
B	Community Satisfaction Survey	Business: 75% learning how to market or advertise our business would make use more profitable (CSs p. 49)	SP #32 – Business Attraction Marketing SP #34 – Lake Forest Flavors
B	Community Satisfaction Survey	Business: Importance of providing building permit services (CSS, p.36)	SP #42 – Streamlining Business Startup Support: Integration of Planning and Economic Development
B	Community Satisfaction Survey and Community Focus Groups	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 (CSS, p. 57, 59) Community Focus Groups: Lack of familiarity with City offerings	SP #31 – New Lake Forest Packet SP #35 – Realtor Partnerships
B	Community Satisfaction Survey	Communications and Marketing: Website one of top sources of information 21% of residents, 25% of businesses (top source)	SP #45 – Integrated Redaction Services

Goal(s)	Source	Key Finding(s)	Initiatives
B	Community Satisfaction Survey	Community Services: Importance of providing recreation programs for various participants/populations (CSS, p. 33)	SP #36 – Community Service Program Scholarships
B	Community Satisfaction Survey	Development Services: Importance of enforcing zoning regulations (CSS, p.28)	SP #28 – Analysis of Regulatory Options for Massage and Personal Care Services
B	Community Satisfaction Survey	Development Services: Importance of issuing building permits (CSS, p. 28)	SP #43 – Streamline Planning and Building Division Pre-Application & Inquiry Process
B	Community Satisfaction Survey	Resident Recommendations: Provide more community-focused events (CSS, p. 19)	SP #33 – USA 250: A Celebration of the United States 250th Anniversary (Semiquincentennial)
B	Community Satisfaction Survey	Resident Recommendations: Improve city planning (CSS, p.19)	SP #38 – Advanced GIS for Infrastructure & Community Engagement SP #40 – Develop a 5-Year City-Wide Technology Master Plan SP #44 – Expand payment options for passport and notary services
B & C	Community Satisfaction Survey	Resident Recommendations: Improve budgeting and fiscal planning (CSS, p. 19)	SP #37 – Improve Financial Transparency and Accessibility for the Community SP #39 – Strategic Planning Software SP#46 – Conduct a Comprehensive Fee Study and Cost Allocation Plan SP #47 – Review of Contract Services vs. In House Services
C	National Employee Survey	Employee Key Driver: Collaboration between departments (e.g., transportation, planning, etc.) (NES p. 4)	SP #53 – Employee Newsletter
C	National Employee Survey	Employee Key Driver: Providing opportunities for employees to learn and grow	SP #52 – Lead with Purpose: Employee

Goal(s)	Source	Key Finding(s)	Initiatives
		(NES, p. 4); Satisfaction -61% Opportunities to develop a career path at the organization (NES p. 12)	Development and Engagement SP #51 – Managers Professional Development Group
C	National Employee Survey	Employees: Satisfaction - 76% Purchasing Services Overall (P. 17)	SP #48 – Procurement Framework Revamp
C	National Employee Survey	Employees: Satisfaction - 77% Human Resources Services Overall, 77% Benefits Administration, 71% Training Services (NES, p. 16-17)	SP #50 – Implement a Learning Management System (LMS)

Further detailed descriptions of each initiative are included in the draft Strategic Plan (Attachment 3). The numbers included for each initiative are included for the benefit of easily referring to each initiative and to facilitate discussion. These initiative numbers may change or shift based on further feedback, changes, or updates to the list of initiatives. There are 20 additional initiatives that are continuing on and have been revised from the prior version of the strategic plan. These are also included in Attachments 2 and 3. Additionally, current initiatives that may still be in progress by the end of the current fiscal year may be incorporated into this update and would be included in the final version of the Strategic Plan update for City Council consideration at its June 3, 2025, meeting.

FISCAL IMPACT:

There is no fiscal impact associated with the recommended action.

ATTACHMENTS:

1. 2023-2030 Strategic Business Plan
2. Proposed Strategic Plan Initiatives Matrix
3. Draft 2025-2032 Strategic Business Plan

Initiated By: Nidia Ruelas, Assistant to the City Manager

Submitted By: Debra Rose, City Manager

Approved By: Debra Rose, City Manager