

# ATTACHMENT 3

## 2023 STRATEGIC PLAN UPDATE

Indicator	Meaning
Initiatives Highlighted in Tan	Initiatives that were part of the original 2021-2023 Strategic Plan Implementation Matrix but have been updated and/or redescribed.
Initiatives Highlighted in Yellow	Newly proposed initiatives.
Initiatives with Strikethrough Text	Initiatives that have been completed or are being removed for other reasons.
Two ** Asterisk Indication	Initiative's direct relation to the results of the 2023 Community Satisfaction Survey

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 #	Initiative Title	Initiative/Project Description	Lead Department	Budget Impact	Fund	Estimated Completion Date
SP#1	Lake Forest Transportation Mitigation Program	<p>Complete infrastructure projects that increase mobility and reduce congestion with Lake Forest Transportation Mitigation (LFTM) funds paid for by developments.</p> <ul style="list-style-type: none"> <li>- Lake Forest Rd &amp; Rancho Pkwy (LFTM) (24T05)</li> <li>- El Toro Rd &amp; Portola Pkwy/Santa Margarita Pkwy (LFTM) (PW2019-03)</li> <li>- Bake Pkwy &amp; Irvine Blvd/Trabuco Rd (LFTM) (PW2019-02)</li> <li>- Bake Pkwy &amp; Jeronimo Rd (LFTM) (PW2020-04)</li> <li>- Lake Forest Dr &amp; Jeronimo Rd (LFTM) (24T06)</li> <li>- Lake Forest Dr &amp; Rockfield Blvd (LFTM) (PW2025-03)</li> <li>- Los Alisos &amp; Rockfield (LFTM) (24T0Z)</li> <li>- Lake Forest Dr. &amp; I-5 - not within City-limits (LFTM/NITM)</li> <li>- Bake Pkwy &amp; Rockfield - not within City-limits (LFTM)</li> </ul>	Public Works	\$8,948,400	LFTM/NITM	FY 2021-22 - FY 2025-26
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"> <li>- Bake Pkwy/Baffin Bay Intersection Improvements (PW2020-19)</li> <li>- Bake Pkwy/Toledo Way Intersection Improvements (PW2020-18)</li> </ul>	Public Works	\$2,475,000	Meadows Traffic Improvement Funds	FY 2022-23 - FY 2023-24
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"> <li>- Los Alisos Blvd/Muirlands Blvd Intersection Improvements (24T08)</li> <li>- Jeronimo Rd Widening at El Toro Rd (PW2019-08)</li> <li>- El Toro Rd Raised Medians from Jeronimo Rd to Trabuco Rd (PW2020-07)</li> </ul>	Public Works	\$5,025,000	FCPP	FY 2022-23 - FY 2023-24
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"> <li>- Protective Permissive Left Turn Project (24T02)</li> <li>- Increase Bike Lanes in Lake Forest</li> <li>- Trabuco Rd Ascension Cemetery Left Turn Holding Pocket (24S03)</li> </ul>	Public Works	\$1,235,000	General Fund/CDBG/M2/SB1	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)	Public Works	\$525,000	Gas Tax, AQMD, and Grants	FY 2021-22 - FY 2023-24
SP#62	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)	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
TBD	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)**	Public Works	\$100,000	CIP	FY 2023-24
TBD	Nature Park to Meadows Development Trail Connection	Trail Connection from Nature Park to Meadows Development Trail System - preliminary studies and concept. **38% of residents would like to see more part amenities and additional trails was walking trails is a component of that category from 2023 Community Satisfaction Survey (pg. 6 & 32)**	Public Works	\$80,000	Park Development Fund	FY 2024-25
TBD	Trabuco Road Improvements	-Trabuco Road/Ascension Cemetery Left Turn Holding Pocket Addition (24S03) -Trabuco Asphalt Trail Rehabilitation Project (24P16) -Trabucco Road Resurfacing (24S01A) ***"Traffic congestion" is the highest rated community concern in the 2023 Community Satisfaction Survey (pg. 6 & 32)**	Public Works	\$1,950,000	CIP	FY 2024-25
TBD	Parking Enforcement	Procure private parking enforcement service to increase enforcement response and 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)**	City Manager/Police Services	\$200,000	General Fund	FY 2023-24
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. (24S09)	Public Works	\$225,000	General Fund	FY 2023-24
SP#6	Permit Parking Software	Mobile app to efficiently administer and enforce permit parking while improving resident experience for annual renewal and guest passes.	Public Works	\$10,000	Gas Tax	FY 2022-23
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.	Community Development	\$75,000	General Fund	FY 2021-22
<b>Strategy (b) Develop and implement initiatives that leverage changes in retail shopping preferences, telecommuting, and technology</b>						
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.	Community Development	\$120,000	General Fund- (Reimbursed through LEAP Grant)	FY 2021-22

TBD	Commercial & Industrial Property Alignment Study	Procure consultant and conduct study related to current and projected demand for commercial and industrial uses.  **Residents are interested in attracting new businesses, but concerned about impacts growth can have in 2023 Community Satisfaction Survey (pg. 20)	Community Development	\$200,000	General Fund	FY 2023-24
TBD	Shopping Center Study	Procure 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 provide when asked how the City can improve the community (pg. 5)**	Economic Development	\$50,000	General Fund	FY 2023-24
<b>Strategy (c) Ensure that economic and housing initiatives provide opportunities for all residents.</b>						
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).	Community Development	\$94,000	General Fund- (Reimbursed through LEAP Grant)	FY 2021-22
TBD	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)**	Community Development	Staff Resources	General Fund	FY 2023-24
TBD	Affordable Housing Opportunities Promotion	Market affordable housing opportunities to the community.  **Housing affordability and homelessness are key issues both businesses and residents cited in the 2023 Community Satisfaction Survey (pg. 5, 20-21)**	Management Services	Staff Resources	General Fund	FY 2023-24
<b>Strategy (d) Strategically accommodate State mandates to ensure the highest level of local control, community involvement, and organizational effectiveness.</b>						
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.	Public Works/Management Services	\$15,000	General Fund	FY 2021-22
SP#12	Mountain View Affordable Housing Project	Develop public engagement plan related to the National CORE affordable housing development.	Management Services/City Manager	\$3,000	General Fund	FY 2021-22
SP#13	Housing Mandates	Update City ordinances, regulations, and programs to comply with State mandates in a manner that best reflects City values.	Community Development	Staff Resources	General Fund	On-going
TBD	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 Lake Forest residents are aware of organics recycling requirements, but many cite barriers to compliance in 2023 Community Satisfaction Survey (pg. 49-57)**	Public Works	Staff Resources	General Fund	FY 2023-24
TBD	Pilot Gap Housing Program	Expand non-profit 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)**	City Manager	\$36,000	General Fund	FY 2023-24

TBD	Legislative Advocacy	Procure multi-year government affairs contract to advocate for Lake Forest's interests at the State and Federal levels.  **Issues related to 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 2023 Community Satisfaction Survey**	City Manager	\$60,000	General Fund	FY 2024-25
<b>Strategy (e) Maintain business attraction services to bring new retail stores and other businesses to the city.</b>						
SP#64	Retail Attraction	Work with City consultant(s) to retain and enhance business attraction services.	Economic Development	\$20,000	General Fund	FY 2021-22
TBD	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 was the most common suggestions provided by residents on how the City can improve business climate (pg. 20)**	Economic Development	\$160,000	SEIP	FY 2023-24
TBD	Hotel Marketing Campaign	Procure 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 was the most common suggestions provided by residents on how the City can improve business climate (pg. 20)**	Economic Development	\$250,000	SEIP	FY 2023-24
TBD	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 2023 Community Satisfaction Survey (pg. 19-20)**	Economic Development	\$100,000	SEIP	FY 2024-25
TBD	SEIP 2.0	Develop and present 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)**	Economic Development	Staff Resources	General Fund	FY 2023-24
<b>Strategy (g) Develop and implement initiatives to address negative economic impacts caused by COVID-19.</b>						
SP#65	Restaurant Recovery	Program American Rescue Plan Act Funds to assist restaurants with economic recovery.	Economic Development	Staff Resources	American Rescue Plan Act	FY 2021-22 & FY 2022-23
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.	Economic Development	Staff Resources	General Fund	FY 2021-22
<b>Priority Area 2. Attractive: Investment and maintenance in public facilities, infrastructure, and natural resources enhances visual character of the City and supports quality neighborhoods.</b>						
<b>Strategy (a) Enhance the City's overall visual character, maintain City assets, and proactively reinvest in Lake Forest.</b>						
SP#14	Citywide Street Sign Refresh	Create new street name sign design and replace street signs citywide, beginning in southwest Lake Forest.	Public Works	TBD/\$300k	General Fund	FY 2023-24
SP#15	Southwest Lake Forest Neighborhood Task Force	Interdepartmental task force to address neighborhood concerns identified in the January 2021 Community Satisfaction Study.	City Manager/ Community Development/Public Works	\$70,000	General Fund	FY 2021-22

TBD	Cavanaugh Park Upgrade Project - Phase 1	Alterations to 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)**	Public Works	\$90,000	General Fund	FY 2023-24
SP#16	Noise Ordinance Update	Develop and implement noise mitigation strategies to protect residents from excessive exposure to noise.	Community Development	\$75,000	General Fund	FY 2023-24
TBD	Southwest Lake Forest Investment Projects	-El Toro Road Bus Shelter Renovations (24S04) -Arterial Wall Enhancements in Southwest Lake Forest (24S06) -Ridge Route Median Improvement Projects (24S07) -Cavanaugh Park Neighborhood Outreach Response Upgrades (25P08) -Audible Pedestrian Signals (25T01)  **Maintaining local roads, parks, and other infrastructure are top concerns for residents and businesses in 2023 Community Satisfaction Survey, along with improving the appearance of deteriorating areas (pg. 6-10, & 20)**	Public Works	\$730,000	General Fund/CIP/CDBG	FY 2024-25
TBD	Property Maintenance Volunteer Program	Design and launch volunteer effort to provide landscaping and other basic maintenance services to low-income residents.  **Nearly half of Lake Forest residents cite lack of building upkeep and landscaping issues as neighborhood issue (pg. 48)**	Community Development	\$10,000	General Fund	FY 2024-25
TBD	Neighborhood Improvement Task Force	Transition from pilot to long-term program for neighborhood improvement activities. Procure multi-year outreach consulting contract and establish basic framework to be replicated.  **Nearly 2/3 of residents cite significant neighborhood issues that should be improved by the City, such as parking, lack of property maintenance, homelessness, and overcrowding (pg. 10 & 48)**	Community Development	\$95,000	General Fund	FY 2023-24
TBD	Community Preservation Program	Develop and implement 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 residents surveyed reported that lack of property maintenance, noise, parking, and graffiti are having a negative impact on their neighborhood (pg. 48)**	Community Development	\$95,000	General Fund	FY 2024-25
<b>Strategy (b) Consistently invest in the City's park system.</b>						
SP#17	Arbor Mini Parks	Reactivate Arbor Mini Parks through new uses, perimeter fencing, and new landscaping. (PW2019-17)	Public Works	\$820,000	Park Development Fund	FY 2023-24
TBD	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 infrastructure are top concerns for residents and businesses in 2023 Community Satisfaction Survey (pg. 6-10)**	Management Services	\$40,000	General Fund	FY 2024-25
TBD	Etnie's Skate Park Remodel Concept Design	Procure specialist consultant and conduct public engagement campaign centered around changes to the Etnie's Skate Park and present conceptual plans for City Council consideration. (25P03)  **Maintaining local roads, parks, and other infrastructure are top concerns for residents and businesses in 2023 Community Satisfaction Survey (pg. 6-10)**	Management Services	\$40,000	General Fund	FY 2024-25

TBD	Park Usability Enhancements	Public Works project to mitigate vandalism at public bathrooms in parks. Neighborhood outreach to assess usership of bathrooms by adjacent neighborhood. (25P14)  **Maintaining local roads, parks, and other infrastructure are top concerns for residents and businesses in 2023 Community Satisfaction Survey (pg. 6-10)**	Public Works/Management Services	\$150,000	CIP	FY 2024-25
TBD	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 infrastructure are top concerns for residents and businesses in 2023 Community Satisfaction Survey (pg. 6-10)**	Public Works	\$352,000	CIP	FY 2024-25
TBD	Sports Park LED Lighting Study	Sports park lighting study to assess feasibility of lighting upgrades and potential cost savings.  **Maintaining local roads, parks, and other infrastructure are top concerns for residents and businesses in 2023 Community Satisfaction Survey (pg. 6-10)**	Public Works	\$40,000	General Fund	FY 2024-25
SP#18	Park Enhancements	Complete various significant 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 Lodge Pole Fencing Repairs (PW2021-09) - Park Gazebo Repair & Replacement (PW2022-09) - Replace synthetic fields installed in 2014 at the Lake Forest Sports Park (25P02)	Public Works	\$2,220,000	General Fund/CDBG/Prop 68	FY 2021-22 - FY 2024-25
SP#19	Neighborhood Park Renovations - Phase 3	Renovate Lake Forest Park and the Nature Park based upon a community input process	Public Works	\$600,000	General Fund	FY 2024-25
<b>Strategy (c) Evaluate future options for the City's infrastructure and utility resources.</b>						
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.	Public Works	\$565,000	General Fund	FY 2023-24
SP#24	Community Choice-Aggregation-Community-Engagement Project	Implement the City's CCA Community Engagement Plan to help determine the City's interest in pursuing CCA.	City Manager/ Economic-Development	\$20,500	General fund	FY 2021-22
SP#9	Broadband Feasibility-Study	Procure consultant to conduct feasibility study related to a City-led broadband initiative.	City Manager	\$85,000 (est.)	American Rescue Plan-Act	FY 2021-22
TBD	Heavyweight Vehicle Impact Study	Procure consultant to produce a study highlighting the impact that heavy freight traffic has on the City's roadway network.  **Maintaining local roads, parks, and other infrastructure are top concerns for residents and businesses in 2023 Community Satisfaction Survey (pg. 6-10)**	Public Works	\$50,000	General Fund	FY 2023-24
<b>Strategy (d) Provide civic and recreational opportunities appealing to community demographics.</b>						
SP#22	Craft Show and Art-Fair	Transform Community Center into boutique for crafts by Lake Forest artists and crafters.	Management Services	TBD	General Fund	FY 2021-22
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.	Management Services	TBD	General Fund	FY 2021-22

TBD	Foothill Ranch Sport Rink Conversion	Foothill Ranch Park – 1 Hockey Rink Conversion to Box Lacrosse  **Providing recreation opportunities to a wide range of users is an important issue for residents in 2023 Community & Business Satisfaction Survey (pg. 6)**	Management Services/Publics Works	\$275,000	CIP	FY 2024-25
TBD	Pickleball Court Study	Study existing court offerings and potentially repurpose existing tennis and other courts to pickleball.  **Providing recreation opportunities to a wide range of users is an important issue for residents in 2023 Community & Business Satisfaction Survey (pg. 6)**	Management Services/Public Works	\$30,000	Park Development Fund	FY 2024-25
TBD	Community Focus Groups	Establish community-based focus groups to improve programming offerings to the public.  **Providing recreation opportunities to a wide range of users is an important issue for residents in 2023 Community & Business Satisfaction Survey (pg. 6 & 34)**	Management Services	\$22,000	General Fund	FY 2023-24
TBD	Senior Mobility Program Expansion	Expand marketing for Senior Mobility Program and add locations to increase participation.  **Residents think providing recreational opportunities to various resident demographics is important and are appreciate services for seniors in 2023 Community Satisfaction Survey (pg. 6 & 34)**	Management Services	\$30,000	Senior Mobility	FY 2023-24
TBD	Special Needs Programming	Expand special needs programming to include resource fair and Special Olympics.  **A majority of residents surveyed for the 2023 Community Satisfaction Survey stated providing special needs programming from Community Services was very or extremely important (pg. 6 & 34)**	Management Services	\$4,000	General Fund	FY 2024-25
TBD	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.	Economic Development	Staff Resources	General Fund	FY 2025-26
<b>Priority Area 3. Safe: Excellent public safety efforts maintain a family-friendly environment and high quality of life.</b>						
<b>Strategy (a) Maintain a low crime rate in a cost-effective manner.</b>						
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).	City Manager	\$800,000	General Fund	TBA
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.	Police Services	\$80,000	General Fund/CDBG/Prop 68	FY 2022-23
TBD	Lake Forest Geofence	Complete implementation of Lake Forest geofence and procure mobile ALPR cameras.  **Maintaining a low crime rate and investigating crimes are the most important issue related to Police Services for both residents and businesses in the 2023 Community Satisfaction Survey (pg. 6)**	Police Services	\$125,000	General Fund	FY 2023-24
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.	Management Services	Staff Resources	General Fund	FY 2021-22 & FY 2022-23
<b>Strategy (b) Maintain public safety by engaging community members.</b>						
SP#27	Neighborhood Watch	Increase participation and effectiveness of the neighborhood watch program.	Police Services	Staff Resources	General Fund	FY 2021-22

SP#28	Business Watch	Work in conjunction with OCSD to bolster/enhance OCSD's business watch program for Lake Forest.	Police Services	Staff Resources	General Fund	FY 2021-22
SP#29	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.	Management Services	\$3,000	General Fund	FY 2021-22
TBD	Neighborhood-based Emergency Management Team	Merge existing Neighborhood Watch program with an emergency management-focused program to increase neighborhood familiarity with emergency response and evacuation procedures. 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)**	City Manager/Police Services	\$10,000	General Fund	FY 2023-24
TBD	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 were important issues for residents in the 2023 Community Satisfaction Survey (pg. 6 & 37)**	City Manager/Police Services	Staff Resources	General Fund	FY 2023-24

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

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.	Community Development	\$75,000	General Fund	2023-24
SP#31	City AM 1690 Radio	Establish AM radio station to communicate with residents during wildfires or other emergency events. Emphasis on emergency preparedness.	Management Services	\$3,000	General Fund	On-going
SP#32	Comprehensive Emergency Management Plan	Procure consultant services to produce a new, comprehensive emergency management plan.	Management Services	\$250,000	American Rescue Plan Act	FY 2021-22
TBD	Emergency Notification Strategy	Procure advanced emergency notification system to notify residents and stakeholders of emergency evacuations.  **Residents remain interested in emergency preparedness in the 2023 Community Satisfaction Survey (pg. 39)**	Police Services	\$30,000	General Fund	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.**

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.	Management Services	Staff Resources	General Fund	FY 2021-22
SP#34	New Website	Launch new City website.	Management Services	\$65,000	General Fund	FY 2021-22
TBD	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 (pg. 60-76)**	Management Services	\$22,500	General Fund	FY 2024-25

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

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.	Management Services	\$154,000	General Fund	FY 2021-22
SP#36	Literature and Culture	Engage the community with a storytelling festival, author presentations for all ages, and reading contests.	Management Services	\$5,000	General Fund	FY 2021-22
SP#37	Lake Forest Sports Park Tournaments	Increase number of tournaments from 11 to 24 annually.	Management Services	TBD	General Fund	FY 2021-22

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.	Management Services	\$500	General Fund	FY 2021-22
TBD	Expand Holiday Lighting	Expand holiday lighting display along El Toro Road corridor. **Providing community events (and more of them) remains important to both residents and local businesses (pg. 6-7)**	Management Services	\$50,000	General Fund	FY 2024-25
TBD	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 (pg. 6-7)**	Management Services	\$20,000	General Fund	FY 2023-24
TBD	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 (pg. 6-7)**	Management Services	\$10,000	General Fund	FY 2023-24
<b>Strategy (c) Ensure that the City's decision making process remains accessible to all residents.</b>						
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.	City Clerk	TBD	General Fund	FY 2024-25
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.	Management Services	\$2,000	General Fund	FY 2021-22
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.	Management Services	\$1,000	General Fund	FY 2021-22
SP#42	Redistricting	Engage the community in the redistricting process based upon 2020 US Census.	City Clerk	\$70,000	General Fund	FY 2021-22
TBD	Citywide Translation Services	Procure translation services for all City departments to ensure communications accommodate language needs.	City Clerk	\$14,000	General Fund	FY 2023-24
TBD	Translation Services Policy	Establish policy related to language translation services at public meetings and gatherings.	City Clerk	Staff Resources	General Fund	FY 2023-24
<b>Priority Area 2. Informed: Transparency about decision-making and government performance cultivates public trust.</b>						
<b>Strategy (a) Develop programs to expand access to City government.</b>						
SP#43	Broadcast City-Commission Meetings on LFTV	Broadcast all commission meetings on LFTV, enabling all residents to view proceedings on COX ch. 851.	Management Services	\$3,900	General Fund	FY 2021-22
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.	Management Services	TBD	General Fund	FY 2021-22
TBD	Passport Issuance Program	Relaunch passport service provided by the City Clerk's Office	City Clerk	\$1,000	General Fund	FY 2023-24
TBD	Youth in Government Day	Partner with SVUSD and student organizations to institute Youth in Government Day	City Clerk/Management Services	\$3,000	General Fund	FY 2023-24
<b>Strategy (b) Involve the public in measuring the quality and effectiveness in services delivered by the city.</b>						
SP#45	Measure Quality of Services and Programs	Continue biennial Community Satisfaction Study and utilize new technology to perform ad hoc surveys as needed.	Management Services	\$48,900	General Fund	FY 2022-23
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."	Management Services	\$1,200	General Fund	FY 2022-23
TBD	Informal Resident Survey System	Procure informal resident survey system to gather quick feedback on neighborhood issues.  **Most residents are satisfied with the City's communication efforts and increasingly rely on social media and electronic forms of communication (pg. 60-76)**	Management Services	\$7,500	General Fund	FY 2023-24
<b>Initiative #</b>	<b>Initiative Title</b>	<b>Initiative/Project Description</b>	<b>Lead Department</b>	<b>Budget Impact</b>	<b>Fund</b>	<b>Estimated Completion Date</b>

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.	Finance	\$300,000	General Fund/ARPA	FY 2022-23
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.	Finance	\$450,000	General Fund/ARPA	FY 2022-23
SP#49	Document Imaging and Storage System	Procure a new document retention system to increase public access to City records.	City Clerk	\$100,000	General Fund	FY 2022-23
TBD	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.	Management Services	\$21,000	General Fund	FY 2023-24
TBD	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 PRA's, etc.	City Clerk	\$12,000	General Fund	FY 2023-24
TBD	Cyber Security Enhancement	Establish new firewalls at Civic Center, Lake Forest Sports Park, and Etnie's Skate Park site and conduct cyber security assessment.	Information Technology	\$65,000	General Fund	FY 2023-24
TBD	Microsoft 365 Full Integration	Complete Microsoft 365 Implementation and transition all conference rooms to Teams-compatible	Information Technology	\$170,000	General Fund	FY 2024-25
TBD	Building Services Modernization	Use technology to enhance access to permitting, plan check, and building records for the public.	Community Development	Staff Resources	General Fund	FY 2023-24
TBD	Online Permitting	Configure and implement online permitting and plan check review for solar-related permits.	Community Development	\$60,000	General Fund	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.						
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.).	City Manager/Finance	Staff Resources	General Fund	FY 2023-24
SP#51	General Fund Risk Reserve Policy Update	Update the City's risk-based reserves policy to reflect long-term strategic planning goals.	Finance	Staff Resources	General Fund	FY 2021-22 & FY 2023-24
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.	Finance	\$49,500	General Fund	FY 2020-21 - FY 2024-25
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.	City Manager	Staff Resources	General Fund	FY 2021-22, On-going
TBD	Non-Functional Turf Removal Study	Study locations within the City where non-functional turf could be replaced with different drought tolerant landscaping, improving water conservation and efficiency.  **Residents consistently rank maintaining public landscaping as a top issue for services provided by the Public Works Department (pg. 32)**	Public Works	\$100,000	General Fund	FY 2024-25
TBD	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.	Management Services	\$60,000	General Fund	FY 2024-25
TBD	Payroll Insourcing Study & Implementation	Produce analysis comparing in-house payroll processing costs vs outsourced arrangement and implement in-house system if financially justified.	Finance	\$35,000	General Fund	FY 2024-25
TBD	Evaluate Housing Authority Elimination	Evaluate the potential dissolution of the Lake Forest Housing Authority to reduce administrative costs.	Finance	Staff Resources	General Fund	FY 2024-25
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.	City Manager	Staff Resources	General Fund	FY 2021-22
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.	City Clerk	TBD	General Fund	FY 2024-25

TBD	Implement New Procurement System	Implement new procurement system that accommodates the City's internal processes.	Finance	\$30,765	General Fund	FY 2023-24
<b>Strategy (b) Implement modern workplace policies that cultivate an effective, efficient workforce.</b>						
SP#56	Contract Staffing Policy	Develop and implement policies that preserve the City's ability to effectively manage services provided by contract staff.	Management Services	Staff Resources	General Fund	FY 2023-24
SP#57	Implement Telecommuting Policy	Develop and implement a policy to facilitate telecommuting for select job classifications. Policy will include performance measurement framework.	City Manager/ Management Services	Staff Resources	General Fund	FY 2021-22
TBD	Enhanced Internal Survey System	Procure enhance employee survey system to track the productivity and wellbeing of Lake Forest workforce.	Management Services	\$6,200	General Fund	FY 2023-24
<b>Priority Area 3. Committed People: Talented staff and contractors are vital assets to our organization and essential to effective and efficient City operations.</b>						
<b>Strategy (a) Professionally develop and retain staff to match skills with organizational and community needs.</b>						
SP#58	Lake Forest Employee Retention Program	Develop programs related to employee retention, including "stay" interviews, "ladder" promotion opportunities, and an employee satisfaction survey.	Management Services	\$5,000	General Fund	FY 2021-22
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.	Management Services	Staff Resources	General Fund	FY 2021-22
SP#60	Develop Lake Forest Succession Plan	Human resources to develop a comprehensive succession plan that includes training, academy courses, job shadowing, etc.	Management Services	Staff Resources	General Fund	FY 2022-23
TBD	Lake Forest Research & Development Team	Internal team of emerging leaders to research, develop, and recommend key policy initiatives.	City Manager	\$1,000	General Fund	FY 2023-24
TBD	Modernize Recruitment System	Advertise job opportunities on contemporary platforms and establish a remote interview process.	Management Services	\$5,000	General Fund	FY 2023-24
TBD	Succession Planning	Implement employee growth program that includes formal stretch assignments, development tracking, and cross-departmental learning opportunities.	Management Services	Staff Resources	General Fund	FY 2024-25
<b>Strategy (b) Continuously assess the optimal staffing levels required to provide in-demand services to residents and businesses.</b>						
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.	Management Services	\$30,000 (for full study)	General Fund	FY 2022-23 & FY 2024-25
TBD	Law Enforcement Staffing Needs Evaluation	Develop standard for assessing staffing needs for the OCSD contract and the potential of adding two deputies with an approximate first year cost \$900,000 and \$700,000 annually thereafter.	City Manager	Staff Resources	General Fund	FY 2023-24