



# 2023-2025 OPERATING BUDGET

FINANCE DEPARTMENT  
6.20.2023 City Council Meeting

# Recommended Action



## Adopt the following:

- 2023-2025 Operating Budget
  - Appropriating funds for Fiscal Year 2023-24
- Updates to the 2021-2028 Strategic Business Plan
- 2023-2030 Capital Improvement Plan
- 2023 General Fund Reserve Risk Analysis
- 2023-2030 Master Financial Plan (MFP) & Financial Forecast



# Budget Timeline

---



- Key dates:
  - January 3, 2023 – Presented budget timeline and overview to City Council
  - February 28, 2023 – Joint Commission Strategic Planning workshop
  - March 28, 2023 – City Council Strategic Planning Workshop
  - April 18, 2023 – Fiscal Year 2022-23 Mid-Year Budget Review
  - May 23, 2023 – Conducted Budget Workshop
  - June 6, 2023 – Updates to City's Financial Management & Budgetary Policy
  - June 20, 2023 – Adopt Budget by City Council



---

# 2-Year Operating Budget

# Program Based Budgeting

---



- First budget cycle using program-based budgeting and setting program objectives and performance targets while allocating resources to achieve these targets
- Program based budgeting incorporates our Strategic Plan initiatives into easily viewable cost centers for budgeting and evaluating purposes making it easier to track the impact of programs.
- Budget focuses on program specific budgets rather than a Department as a whole

# General Fund –Summary



General Fund	Fiscal Year 2023-24	% Increase/ (Decrease)	Fiscal Year 2024-25	% Increase/ (Decrease)
Revenues	\$63.3	4.1%	\$65.3	3.2%
Operating Expenditures	\$59.6	6.4%	\$60.8	2.0%
Revenues Less Expenditures	<b>\$3.7</b>	-	<b>\$4.5</b>	-

# General Fund Expenditures – Major Program Area



General Fund	Fiscal Year 2023-24	Fiscal Year 2024-25	% Increase/(Decrease)
Legislative	\$0.4	\$0.5	25.0%
Management and Support	\$9.8	\$9.7	(1.0%)
Public Safety	\$23.6	\$24.7	4.7%
Infrastructure Maintenance Services	\$11.5	\$11.8	2.6%
Planning, Engineering, Building & Safety	\$5.9	\$5.8	(1.7%)
Transportation	\$1.5	\$1.4	(6.7%)
Environmental Services	\$1.0	\$1.0	-
Culture, Leisure, & Recreation	\$4.3	\$4.3	-
Community Vitality & Engagement	\$1.5	\$1.6	6.7%
<b>TOTAL</b>	<b>\$59.6</b>	<b>\$60.8</b>	<b>2.0%</b>

# All Fund –Summary



Fund Type	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2023-24	2023-24	2024-25	2024-25
	Revenue	Expenditures	Revenue	Expenditures
General Fund	\$63.3	\$59.6	\$65.3	\$60.8
Special Revenues	\$8.6	\$9.1	\$7.8	\$10.0
Capital Funds (Including General Fund Committed Funding)	\$5.2	\$7.8	\$5.2	\$3.4
Totals	\$77.1	\$76.5	\$78.3	\$74.2





# Strategic Plan

# 2023 Strategic Plan Update

---



- Update includes the removal of 48 initiatives that were either completed or removed
- The 2023 Strategic Plan Update includes 60 new initiatives
- Updates to Strategic Plan:
  - Addition of six new strategic plan initiatives
    - Community Preservation Program
    - Golf Course & Equestrian Center Lease Extensions
    - Building Services Modernization
    - Online Permitting
    - Payroll Insourcing Study & Implementation
    - Evaluate Housing Authority Elimination



---

# 7-Year Capital Improvement Plan

# 2023-2030 Capital Improvement Plan

---



- 34 Proposed projects
  - Environmental – 1
  - Traffic – 9
  - Street – 8
  - Park Improvement – 16
- Totaling approximately \$22 million in infrastructure investment

# 2023-2030 Capital Improvement Plan



	Fiscal Year of Funding	
	FY 2023-24	FY 2024-25
<b>Funding Sources:</b>		
General Fund	\$ 2,517,200	\$ 2,130,000
Infrastructure Reserve Fund	\$ -	\$ 280,820
Neighborhood Park Improvement Reserve Fund	\$ 315,000	\$ 950,000
Gas Tax Road Maintenance and Rehabilitation Account Fund (RMRA SB1)	\$ 1,011,053	\$ 4,116,500
Measure M2 Local Fairshare	\$ 3,668,947	\$ 1,962,680
South Coast Air Quality Management District Fund (SCAQMD)	\$ -	\$ 45,000
Community Development Block Grant Fund (CDBG)	\$ 138,669	\$ 180,000
Lake Forest Traffic Mitigation Fund (LFTM)	\$ 1,007,800	\$ -
Foothill Circulation Phasing Plan Capital Projects Fund (FCPP)	\$ 1,525,000	\$ -
Meadows Traffic Improvement Program Fund (MTIP)	\$ 2,122,900	\$ -
<b>TOTAL</b>	<b>\$ 12,306,569</b>	<b>\$ 9,665,000</b>



# 2023-2030 Capital Improvement Plan



	Fiscal Year of Funding				
	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30
<b>Funding Sources:</b>					
General Fund	\$ 1,010,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Neighborhood Park Improvement Reserve Fund	\$ 1,900,000	\$ -	\$ -	\$ -	\$ -
Gas Tax Road Maintenance and Rehabilitation Account Fund (RMRA SB1)	\$ 2,100,000	\$ 2,100,000	\$ 2,100,000	\$ 2,100,000	\$ 2,100,000
Measure M2 Local Fairshare	\$ 1,900,000	\$ 1,900,000	\$ 1,900,000	\$ 1,900,000	\$ 1,900,000
Community Development Block Grant Fund (CDBG)	\$ 175,000	\$ 180,000	\$ 175,000	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 7,085,000</b>	<b>\$ 4,380,000</b>	<b>\$ 4,375,000</b>	<b>\$ 4,200,000</b>	<b>\$ 4,200,000</b>



# General Fund Risk Reserve Analysis

# General Fund Reserve Risk Analysis

---



- Establishes a Target Reserve Level of \$56.6 million with a Minimum Reserve Level set at \$53.8 million (5% below the Target Reserve amount).
- Eight required risk factors per the Policy are:
  1. Revenue Source Stability
  2. Vulnerability to Extreme Events
  3. Expenditure Volatility
  4. Leverage
  5. Liquidity
  6. Other fund Dependency
  7. Growth
  8. Capital Projects – Infrastructure & Asset Replacement

# Reserve Levels Per Risk Factor



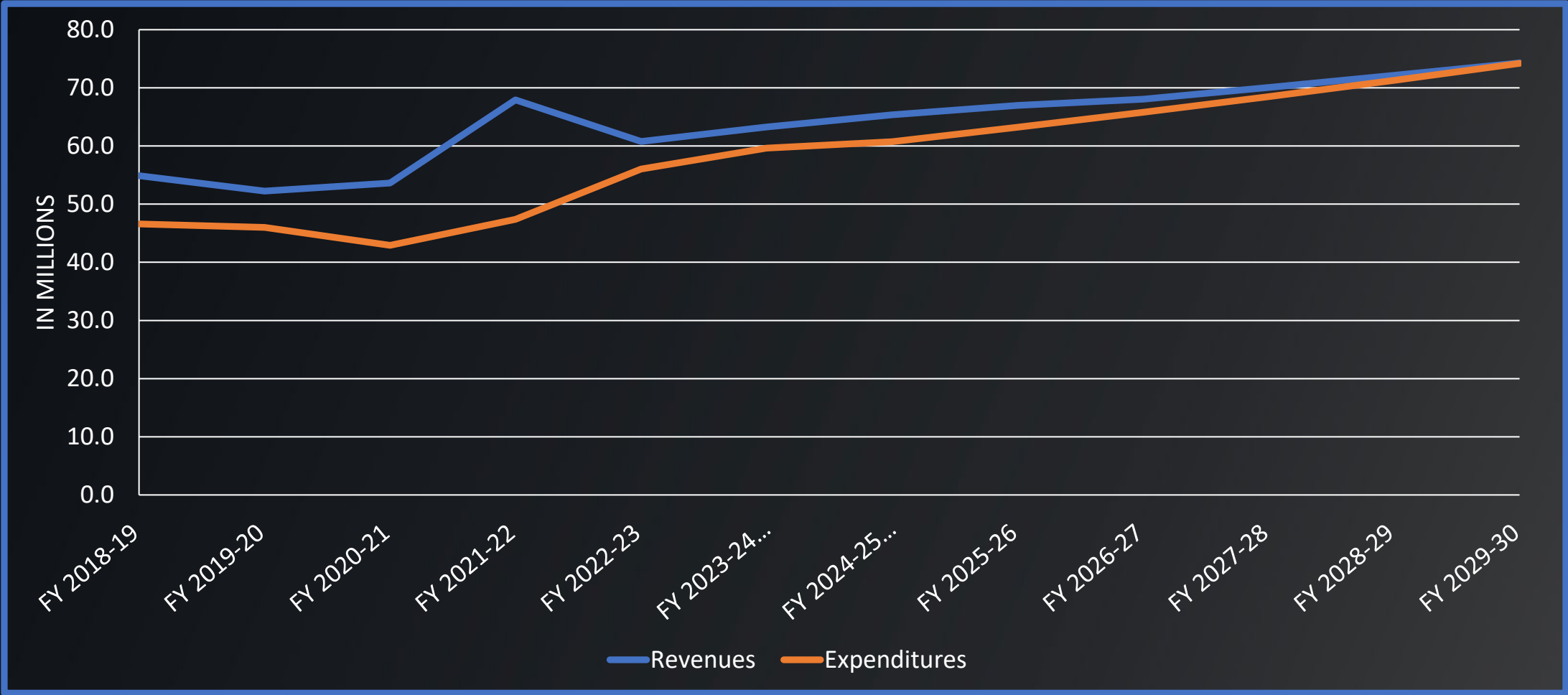
Policy Section	Risk Factor	2023 Analysis
1	Revenue Source Stability	\$9.60
2a	Vulnerability to Extreme Events - Political	1.00
2b	Vulnerability to Extreme Events - Disaster	1.95
2c	Vulnerability to Extreme Events – Legal	1.00
3	Expenditure Volatility	4.00
4a	Leverage-Debt Service	0.00
4b	Leverage- Pension Unfunded Liabilities	3.00
4c	Leverage – Other Unfunded Liabilities	1.25
5	Liquidity	8.00
6a	Other Fund Dependency – Short Term	1.00
6b	Other Fund Dependency – Annual	4.30
7	Growth	2.00
8	Capital Projects -Infrastructure & Replacement	27.50
	<b>Total Reserve Per Risk Factor</b>	<b>\$64.60</b>
	<b>Optional Factors Not Used in Calculation</b>	
5	Liquidity	(8.00)
	<b>Target Reserve Level</b>	<b>\$56.60</b>
	<b>Minimum Reserve Level (5% below)</b>	<b>\$53.77</b>



# 7-Year Financial Forecast



# 2023-2030 Financial Forecast



# 2023-2030 Financial Forecast – Operating Surplus/(Deficit) Summary

---



- Fiscal Year 2023-24 - \$3.7 million surplus
- Fiscal Year 2024-25 - \$4.6 million surplus
- Fiscal Year 2025-26 - \$3.7 million surplus
- Fiscal Year 2026-27 - \$2.2 million surplus
- Fiscal Year 2027-28 - \$1.6 million surplus
- Fiscal Year 2028-29 - \$0.8 million surplus
- Fiscal Year 2029-30 - \$0.04 million surplus
- Accumulated Projected Operating Surplus of \$16.6 million

# Summary

---



- First budget cycle using program-based budgeting
- Strategic Plan budget priorities based on community survey results, demographics, Commissioner, and City Council input
- Capital Improvement Plan for the 2023-2025 budget cycle includes 34 proposed projects
- Operating budget is balanced without the need to draw down General Fund Reserves to fund the operating activities of the City
- Master Financial Plan (MFP) and Fiscal Forecast maintains a balanced operating budget for the upcoming seven fiscal years



---

---

# End of Presentation

# New Strategic Plan Items

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
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



# New Strategic Plan Items

Strategy (b) Develop and implement initiatives that leverage changes in retail shopping preferences, telecommuting, and technology						
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
Strategy (c) Ensure that economic and housing initiatives provide opportunities for all residents.						
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

# New Strategic Plan Items

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

TBD	New Franchise Agreement	<p>Enter into new franchise agreement that incorporates State mandates with reasonable pricing for residents and businesses, rollout of new bins, and commercial bin inspection.</p> <p><b>**Most Lake Forest residents are aware of organics recycling requirements, but many cite barriers to compliance in 2023 Community Satisfaction Survey (pg. 49-57)**</b></p>	Public Works	Staff Resources	General Fund	FY 2023-24
TBD	Pilot Gap Housing Program	<p>Expand non-profit administered pilot program providing "bridge" housing vouchers to prevent homelessness.</p> <p><b>**Housing affordability and homelessness are key issues both businesses and residents cited in the 2023 Community Satisfaction Survey (pg. 5, 20-21)**</b></p>	City Manager	\$36,000	General Fund	FY 2023-24
TBD	Legislative Advocacy	<p>Procure multi-year government affairs contract to advocate for Lake Forest's interests at the State and Federal levels.</p> <p><b>**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**</b></p>	City Manager	\$60,000	General Fund	FY 2024-25

# New Strategic Plan Items

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

# New Strategic Plan Items

**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.**

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
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

# New Strategic Plan Items

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

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



# New Strategic Plan Items

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

# New Strategic Plan Items

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

# New Strategic Plan Items

## 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.

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
-----	----------------------	---	-----------------	-----------	--------------	------------

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

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.

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
-----	---------------------------------	---	-----------------	----------	--------------	------------

# New Strategic Plan Items

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

# New Strategic Plan Items

Priority Area 2. Informed: Transparency about decision-making and government performance cultivates public trust.						
Strategy (a) Develop programs to expand access to City government.						
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
Strategy (b) Involve the public in measuring the quality and effectiveness in services delivered by the city.						
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

# New Strategic Plan Items

Initiative #	Initiative Title	Initiative/Project Description	Lead Department	Budget Impact	Fund	Estimated Completion Date
Priority Area 3. Technologically Current: Innovative technologies enhance organizational efficiency and help our community.						
Strategy (a) Enhance efficiencies and services through technology.						
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

# New Strategic Plan Items

Initiative #	Initiative Title	Initiative/Project Description	Lead Department	Budget Impact	Fund	Estimated Completion Date
<b>Priority Area 3. Technologically Current: Innovative technologies enhance organizational efficiency and help our community.</b>						
<b>Strategy (a) Enhance efficiencies and services through technology.</b>						
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

# New Strategic Plan Items

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.						
Strategy (b) Operate according to policy on cost recovery.						
Strategy (c) Analyze major programs to identify potential cost savings and manage future costs.						
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



# New Strategic Plan Items

<b>Priority Area 2. Well-Run: Good governance and professional management support the City's ability to serve the needs of the community.</b>						
<b>Strategy (a) Continuously improve our effectiveness in procuring and managing financially sustainable contract services.</b>						
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>						
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>						
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>						