

CITY OF DANA POINT STRATEGIC PLAN

Mission: Set the standard as a vibrant, world-class city

STRATEGIC GOAL 1: MAINTAIN AND ENSURE PUBLIC SAFETY

Goal: Dana Point prides itself in creating and maintaining a safe environment for its residents, businesses, and visitors.

OBJECTIVES:

- **Objective 1.1: Ensure responsive and proactive policing by addressing emerging crime trends to enhance both actual safety and the public's perception of safety**

Projects:

- Community Outreach on Emerging Issues - Engage with the community regarding new concerns, such as e-bikes and burglary trends, to promote awareness and safety.
- Increase Staff Visibility and Effectiveness: Enhance police presence through activities like windshield surveys and positive police contacts.
- Community Policing: Focus on building strong relationships with the community to address public safety concerns.
- Continue Interdepartmental Collaboration: Continue work with Neighborhood Initiative to Coordinate Efficiency (NICE) program.

Measures:

- Enforcement Response Calls: Track the number of enforcement actions in response to dispatched calls for service.
- Self-Initiated Enforcement Activity: Monitor proactive enforcement such as pedestrian stops, bike/traffic stops, and patrol checks.
- Community Engagement: Record participation in community outreach events and crime prevention programs.
- Social Media Engagement: Measure activity and growth on police-related social media channels (e.g., followers, reach, engagement rates) and aim for a 10% annual increase in followers.
- Community survey results – Evaluate community feedback on how safe residents feel in the city.

Key Performance Indicator (KPIs):

1. Average Response Time to Incidents: Measure the average time taken from when an incident is reported to when officers arrive on scene by priority.

- **Objective 1.2: Effective enforcement to ensure voluntary compliance with City codes and reduce quality of life nuisances**

Projects:

- Continue Interdepartmental Collaboration: Strengthen cooperation between departments to address quality of life nuisances effectively and ensure cohesive enforcement of City codes through the NICE program. Identify locations of cases categorized by violation type to determine issue areas for resource and educational needs.
- Revise and Update City Codes: Regularly review and update City codes to reflect current standards and community needs, promoting clarity and compliance.
- Improve the Annual Weed Abatement Program: Continue and make enhancements to the annual program to manage vegetation and maintain public safety, ensuring compliance with local regulations.

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- Strengthen Short-Term Rental (STR) Permitting and Monitoring: Enhance the permitting process for short-term rentals, including regular monitoring and enforcement of regulations, along with Transient Occupancy Tax (TOT) audits to ensure compliance.
- Community Engagement Initiative: Collaborate with community and business organizations to enhance code enforcement efforts.

Measures:

- Active Code Enforcement Cases: Track number of open/active cases, categorized by violation type.
- NICE Program Activity: Monitor the number of NICE meetings and collaborative enforcement cases, categorized by quality-of-life issues or crimes.
- STR Enforcement: Analyze complaints and citations based on STR type (primary, non-primary, homestay, etc.) and those related to unpermitted STRs. Implement effective compliance strategies.

Key Performance Indicator (KPIs):

1. Average Resolution Time for Code Violations: Measure the average time (e.g., 30/60/90 days) taken to resolve different types of code enforcement cases - from initial report to closure. (Recommend selecting 5–10 common violation types for detailed tracking.)

➤ **Objective 1.3: Address vulnerable residents by coordinating resources to improve the situation of homeless individuals and families living in our community**

Projects:

- Outreach and Support for Vulnerable Residents: Implement programs to actively engage and assist homeless individuals and families, connecting them with essential services and resources.
- Leverage Community Resources: Continually identify and utilize available community resources, including partnerships with local organizations and non-profits, to provide comprehensive support for vulnerable residents.

Measures:

- Housing Assessments: Track the number of unique individuals encountered and assessed for housing (including active and inactive cases).
- Individuals Placed in Housing: Monitor the number and percentage of assessed individuals successfully placed into permanent housing, rental assistance, shelter, or treatment programs.
- Active Outreach Caseload: Measure the average number of active clients engaged with community outreach services monthly. Use monthly trend graphs to identify seasonal spikes.
- Housing-Resistant Individuals: Track the number of unique individuals who have been contacted but decline housing or services.

Key Performance Indicator (KPIs):

1. Total Homeless Individuals Served: Track the total number of unique individuals and families who received services or resources through city-led or partnered programs.

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➤ **Objective 1.4: Enhance emergency preparedness and responsiveness to ensure the City is ready to respond to a disaster**

Projects:

- Update Emergency Plans: Ensure the Emergency Plan, Continuity of Operations Plan, and Local Hazard Mitigation Plan are current and compliant with all relevant standards.
- Maintain Tsunami & Storm-Ready Certification: Regularly verify that the certification status is upheld.
- Update Flood, Disaster, and Evacuation Maps: Keep these maps current and conduct regular reviews.
- Conduct Quarterly Tabletop Exercises: Hold exercises to practice emergency response strategies.
- Conduct Monthly Mass Notification Tests: Test the effectiveness of mass notification systems monthly to fulfill Federal Emergency Management Agency (FEMA) requirement for Wireless Emergency Alert (WEA) certificate.
- Annual Emergency Exercise: Conduct a full emergency exercise in the Emergency Operations Center (EOC) each year.
- Annual Disaster Council Meeting: Organize a meeting to discuss emergency preparedness and response strategies.
- Participate in Emergency Outreach Events: Attend events aimed at increasing community awareness of emergency preparedness.
- Explore FEMA Opportunities: Evaluate emergency preparedness opportunities through the FEMA.
- Prepare Emergency Services RFP: Develop a comprehensive contractor list for emergency services.
- Create Emergency Communications Templates: Develop templates for emergency communications, including translations in Spanish.
- Include an orientation of the Emergency Operations Center (EOC) for all new hires to ensure they understand their responsibilities as a registered and sworn Disaster Service Worker.

Measures:

- CERT Volunteers: Track the number of active Community Emergency Response Team (CERT) participants.
- Tri-Cities RACES: Monitor the equipment and preparedness of Radio Amateur Civil Emergency Service (RACES) for emergency radio communication.

Key Performance Indicator (KPIs):

1. Training Participation Rate: Track the percentage of City staff and community personnel who have completed emergency preparedness training programs and tabletop exercises.

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STRATEGIC GOAL 2: MAINTAIN AND IMPROVE INFRASTRUCTURE AND ENVIRONMENTAL SUSTAINABILITY

Goal: Maintain City assets and the natural environment with safe, clean, and quality conditions for the enjoyment of residents and visitors.

OBJECTIVES:

➤ **Objective 2.1: Maintain and improve streets and sidewalks for the safety of vehicles and pedestrians**

Projects:

- Capital Improvement Projects (CIP): Implement a variety of infrastructure projects aimed at enhancing the overall condition of streets and sidewalks within the City.
- Street Improvement Projects: Focus on specific street upgrades, including resurfacing, realignment, and installation of safety features to improve vehicle, bicycle and pedestrian safety.
- Sidewalk Inspection Program: Conduct regular inspections of sidewalks to identify maintenance needs and ensure they meet safety standards.
- Stonehill Undergrounding Project: Advance the undergrounding of utilities along Stonehill Drive to improve safety and aesthetics while enhancing pedestrian access.
- Utility Undergrounding Survey: Conduct a survey to assess the feasibility and community interest in putting overhead utilities underground to improve aesthetics and reduce outages.

Measures:

- Sidewalk Condition Assessment: During regular evaluations, report the number of work orders generated for grinding, patching and sidewalk replacement.
- Project Management: Monitor progress on key CIP projects.
- Utility Undergrounding Survey Results: Evaluate resident feedback on undergrounding survey.
- Community Survey Results – Evaluate community feedback on satisfaction of maintenance of streets and roads.

Key Performance Indicator (KPIs):

1. Pavement Condition Index: Aim for a system-wide average Pavement Condition Index (PCI) near 80.

➤ **Objective 2.2: Maintain and improve community facilities, parks, and landscaping**

Projects:

- Facilities Improvement Projects: Undertake various initiatives to enhance and upgrade community facilities ensuring they meet the needs of residents and visitors.
- Graffiti Removal Program: Ensure that graffiti is removed within 24 hours of being reported to maintain the aesthetic quality of public spaces.
- Park Inspection and Maintenance Program: Conduct weekly or bi-weekly inspections of each park to assess conditions, including monitoring of dead plants, weeds, and litter, to ensure a clean and safe environment for visitors.
- Landscape Enhancement Initiatives: Implement projects focused on improving landscaping within parks, including planting new trees and native vegetation to promote sustainability and habitat health.

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Measures:

- Community Survey Results: Measure satisfaction levels regarding the maintenance of City parks and facilities through community surveys.

Key Performance Indicator (KPIs):

1. Tree Planting Goals: Set a target of planting 100 trees minimum annually, aiming for increased numbers in the urban forest, but at minimum net-zero tree loss. Incorporate into the development process citywide as appropriate.

➤ **Objective 2.3: Enhance multi-modal and active transportation in the city**

Projects:

- Extend grant-funded Trolley Program: Continue and promote the trolley program to increase ridership and improve public transportation options for residents and visitors.
- Explore Multi-Modal Transportation Options: Investigate additional opportunities for multi-modal and active transportation, focusing on specific metrics to demonstrate progress and success.
- Electric Biking Education and Legislation Monitoring: Provide educational resources on electric biking, while tracking relevant legislation to support safe and informed use of e-bikes in the community.
- Bicycle and Pedestrian Infrastructure Improvements: Identify and implement upgrades to existing bike lanes and pedestrian pathways and review opportunities for new facilities to enhance safety and connectivity throughout the city.
- Doheny Village Connectivity Project: Monitor the construction progress of the Doheny Village Connectivity Project, currently at 20% completion, and assess usage patterns once the project is finalized.

Measures:

- Trolley Ridership Trends: Analyze trends in trolley ridership to assess program effectiveness.
- Electric Bike Education Engagement: Work with the School Resource Officer to implement an e-bike education program for teens, with an end-of-semester report to the City Council on the program and related legislation.
- Bicycle and Pedestrian Traffic Counts: Measure increases in bicycle and pedestrian traffic counts at high use locations to evaluate the impact of enhancements to transportation.

Key Performance Indicator (KPIs):

1. Percentage of Complete Streets Implemented: Identify the percentage of city streets that have been upgraded to incorporate complete streets elements, which accommodate all users, including pedestrians, cyclists, neighborhood electric vehicles and motorists, and provide a map where feasible.

➤ **Objective 2.4: Preserve natural resources to enhance a healthy and sustainable built and natural environment**

Projects:

- Implement Water Quality Improvement Plan: Ensure compliance with relevant regulations.
- Environmental Sustainability and Education Events: Organize events to raise awareness and educate the community.

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Measures:

- Waste Collection Events: Track participation numbers at waste collection events (e.g., paint, oils, electronics) to assess community engagement.
- CR&R Compliance with Waste Agreement: Measure the number of instances of missed pickups, and truck or mechanical equipment failures, to evaluate compliance with waste management agreements.
- Participation in Educational and Science Programs: Track the number of participants involved in educational initiatives.
- Visitors to the Nature Interpretive Center: Monitor the number of visitors to assess community interest in environmental education.

Key Performance Indicator (KPIs):

1. Stormwater Management Improvement: Evaluate the effectiveness of trash control and stormwater management devices by measuring gallons of debris collected compared to historical trends.

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STRATEGIC GOAL 3: FOSTER ECONOMIC HEALTH AND PROSPERITY

Goal: Promote a healthy and growing economy reflecting the community's mission and values.

OBJECTIVES:

➤ **Objective 3.1: Effective and efficient zoning regulations for managing the City's land use**

Projects:

- General Plan Update: Continue updates to the City's General Plan, as needed.
- Zoning Code Update: Refresh the Zoning Code, as necessary. Evaluate residential zoning districts to determine if outdated zoning is restricting reasonable development.
- Evaluate Specific Planning Areas: Communicate with major property owners to develop community beneficial specific plans, as necessary.

Measures:

- General Plan Progress: Monitor the percentage of the General Plan that is complete.
- Zoning Code Review: Assess the percentage of the Zoning Code reviewed or updated.

Key Performance Indicator (KPIs):

1. Approval Time for Planning Applications: Measure the time from a complete application to public hearing with the goal of processing entitlement permits within three months. Report the percentage of applications meeting this goal.

➤ **Objective 3.2: Improve Planning, Building, and Engineering permitting process for an informative, helpful and efficient process for applicants**

Projects:

- Development Improvement Plan: Create a Development Process Improvements Program to adopt best practices, standardize processes, and streamline the permitting and inspection process.
- Upgrade Permit Tracking System: Continued implementation of an online permitting process to enhance accessibility and efficiency.
- Customer Service Training: Provide ongoing training for staff to improve service to applicants.
- Continue Interdepartmental Collaboration: Continue fostering collaboration between departments to ensure a seamless permitting process.
- Continue to Implement Two-Hour Inspection Windows: Offer two-hour time slots for inspections to better accommodate applicants' schedules.
- Continue to implement customer centric process: Create a culture of continually obtaining feedback from applicants and residents.
- Feedback Portal: Establish a portal for plan check and inspection feedback directly to the Directors of Community Development and Public Works, and the Building Official.
- Implement a Transparency Process: Include property owners on all correspondence regarding project status.
- Update Permitting Feedback Survey

Measures:

- Online vs. Over-the-Counter Applications: Track the percentage of online plan check applications compared to permits issued over the counter.
- Building Permits Issued and Valuation: Monitor the number of building permits issued and their associated valuation.

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- Two-Hour Inspection Window Compliance: Measure the percentage of time the two-hour inspection windows are met.
- Percentage of plan checks meeting the standard turnaround time.
- Permitting and Inspection Feedback Survey Results: Evaluate applicant's feedback about the permitting and inspection process.

Key Performance Indicator (KPIs):

1. Median Permitting Processing Time: Measure the time to process various standard permits (e.g., signage, building, plumbing, electrical, grading, and pool) from submission to approval to indicate overall process efficiency.

➤ **Objective 3.3: Effective, efficient, and consistent business regulations that retain and attract businesses, supporting capital investments and entrepreneurship in our community to maintain a healthy business climate**
Projects:

- Collaborate with the Dana Point Chamber of Commerce: Work together to support local businesses and initiatives.
- Support Visit Dana Point: Assist with the TBID Management District Plan to enhance tourism and community visibility.
- Assist with Specific Planning Efforts: Provide support for planning initiatives led by Community Development.
- Monitor Workforce Housing: Support efforts related to workforce housing to ensure availability and accessibility.
- Collaborate with Businesses for Special Events: Engage local businesses in community events to strengthen relationships.

Measures:

- Track Capital Investment: Monitor capital investments made in Dana Point businesses.
- Business Retention Visits: Record the number of visits made to retain and support local businesses.
- Collaborations with Local Businesses: Evaluate the number and effectiveness of partnerships formed with local businesses.
- Collaborations with the Chamber of Commerce and Visit Dana Point: Assess successful collaborations with these organizations to enhance economic development.

Key Performance Indicator (KPIs):

1. Time to Process Business Permitting Applications: Measure the median time taken to process and approve business-related building applications (including tenant improvements, new construction post-shell completion, and signage) to evaluate the efficiency of the regulatory procedures.

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STRATEGIC GOAL 4: EFFECTIVE, EFFICIENT, AND INNOVATIVE CITY ADMINISTRATION

Goal: Provide an effective and efficient government to serve our community with integrity.

OBJECTIVES:

➤ **Objective 4.1: Enhance internal and external technology to provide digital access to services and information**
Projects:

- Implement Technology for Service Delivery: Integrate new technologies to enhance how services are delivered to residents, focusing on improving accessibility and efficiency.
- Review and Update Forms and Applications: Ensure all forms reflect current practices, with an emphasis on customer education and ease of use.
- Explore AI Implementation: Investigate the application of AI to streamline customer experiences and enhance efficiency.
- Install Kiosks at City Hall and the Community Center: Provide digital access points for community members.

Measures:

- Public Access to Services: Evaluate the effectiveness of applications available to the public for accessing services.
- Website Visitors: Track the number of visitors to the City website to assess public interest.
- Social Media Growth: Set a goal of increasing followers by 10% and track engagement metrics to measure growth.
- GoGov User Statistics: Set a goal for increasing users on the GoGov platform by 10%.
- Kiosk Usage Data: Collect data on kiosk users to understand who is using them and for what purposes.

Key Performance Indicator (KPIs):

1. Percentage of City Services Available Online: Measure the proportion of city services that can be accessed and processed online compared to the total services offered.

➤ **Objective 4.2: Foster community engagement to deliver consistent, quality, and predictable service**
Projects:

- Biennial Community Survey: Conduct a community-wide survey every two years to gather feedback on city services and quality of life.
- Customer Service Training: Implement ongoing training for staff to improve service quality and ensure predictable responses to community needs.
- Feedback Mechanisms: Create accessible channels for residents to provide feedback on City services, ensuring their voices are heard and acted upon.

Measures:

- Community survey results – Evaluate community feedback on the effectiveness of City services to understand satisfaction levels and areas for improvement.
 - Results from Internal Customer Service Training Surveys: Assess the impact of training programs on staff performance and service quality.
- Community Indicators Report provided by the Orange County Business Council: Monitor overall resident satisfaction with essential quality of life indicators.

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Key Performance Indicator (KPIs):

1. Community Satisfaction Survey Results: Utilize regularly conducted surveys to gauge resident satisfaction with city services, focusing on quality, accessibility, and responsiveness.

➤ **Objective 4.3: Recruit, develop, and retain quality staff for a knowledgeable and supportive workforce**

Projects:

- Biennial Employee survey: Conduct surveys every two years to gather employee feedback and assess satisfaction.
- Dana Point Book Club and Communities of Practice: Foster interdepartmental collaboration through group activities aimed at enhancing professional development.
- Lunch and Learns: Organize sessions to improve staff understanding of each other's roles and enhance work efficiency.

Measures:

- Employee survey results: Analyze survey results to establish baseline measures for future evaluations.
- Employee Training Hours: Set a goal for each employee to complete a specified number of training hours to ensure ongoing professional development.
- Number of Team-Building Events: Track participation in team-building activities, such as book club meetings and other collaborative events.

Key Performance Indicator (KPIs):

1. Employee Satisfaction Survey Scores: Monitor scores from key questions of the employee satisfaction surveys to identify areas for improvement.

➤ **Objective 4.4: Maintain a balanced budget that adequately funds core services to ensure fiscal stability**

Projects:

- Assess the Strategic Plan's Impact: Evaluate how the updated Strategic Plan affects the Long-Term Financial Plan to ensure alignment with fiscal goals.
- Compliance with the City's Financial Policies: Ensure all practices adhere to the City's financial policies.
- Annual Review of Long-Term Financial Plan: Conduct a yearly assessment of the Long-Term Financial Plan to maintain fiscal responsibility.
- Internal Systems Checks and Balances: Strengthen internal systems to ensure accountability and transparency in financial management.
- Conduct User Fee Study: Ensure costs for City services are fair and consistent.

Measures:

- Unassigned Fund Balance: Maintain an unassigned fund balance equal to 4%-7% of the original adopted General Fund budget.
- GFOA Award for Financial Reporting: Strive to obtain the Government Finance Officers Association (GFOA) Award for Financial Reporting Excellence each year.

Key Performance Indicator (KPIs):

1. Fund Balance as a Percentage of Total Expenditures: Measure the City's unassigned fund balance as a percentage of total expenditures to assess financial health and reserve capacity.

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➤ **Objective 4.5: Effective and Efficient City Codes that are current to reflect current law and community goals.**

Projects:

- Review and Update Municipal Codes: Ensure City codes reflect best practices, community goals and align with State regulations.
- Update City Council Policy Manual: Revise to incorporate best practices and comply with State regulations.

Measures:

- Municipal Code Review: Track the percentage of the Municipal Code reviewed systematically.
- City Council Policy Manual Review: Track the percentage of the Policy Manual updated.

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STRATEGIC GOAL 5: MAINTAIN AND ENHANCE DANA POINT'S UNIQUE SENSE OF PLACE

Goal: Honor Dana Point's unique culture and sense of community.

OBJECTIVES:

- **Objective 5.1: Honor Dana Point's unique culture, history, and local charm to enhance the quality of life and create positive, memorable experiences for residents and visitors**

Projects:

- Regular Community and Special Events: Organize regular cultural, special and recreational community events that celebrate the community's identity.
- Recreation Programming for All Ages: Offer a variety of in-demand recreational programs suitable for all age groups.
- Collaborate with the Arts and Culture Ambassadors: Continue championing arts and culture in the city.
- Public Art Initiatives: Promote the installation of art in public and private spaces throughout the city.
- Engagement with non-profit organizations: Collaborate with local non-profits to enhance community services and programs.

Measures:

- Recreation Classes and Participation: Track enrollment trends in recreational classes to gauge community interest.
- Collaborations with Non-Profit Organizations: Monitor partnerships with non-profits and categorize these collaborations for clarity.

Key Performance Indicator (KPIs):

1. Community Event Participation Rates: Measure attendance at special and cultural events to assess community engagement.