

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 maintaining and creating a safe environment for its residents and visitors.

OBJECTIVES:

- **Responsive and proactive policing by responding to emerging crime trends to improve perception of safety and security**
Projects:
 - Increase Staff visibility and effectiveness (e.g. windshield surveys and Positive Police Contact)
 - Community outreach on emerging issues
 - Improve interdepartmental collaboration*Measures:*
 - Number of assigned enforcement (calls)
 - Number of observed enforcement (pedestrian/bike/traffic stops and patrol checks)
 - Number of community outreach events
 - Community survey results – perception of safety

- **Effective enforcement to ensure voluntary compliance with City codes and reduce quality of life nuisances**
Projects:
 - Provide update on Code Enforcement Strategic Plan implementation
 - Improve interdepartmental collaboration*Measures:*
 - Number of code enforcement cases
 - Number of cases resolved with initial contact

- **Address vulnerable residents by coordinating resources to improve the situation of homeless individuals and families living in our community**
Projects:
 - Engage and assist vulnerable residents
 - Continually leverage available resources for vulnerable residents*Measures:*
 - Number of individuals who have been assessed for housing (active and inactive)
 - Number of individuals housed (permanent, rental, shelter, treatment)
 - Average number of active clients working with community outreach (monthly)
 - Community survey results – importance of addressing homelessness

- **Emergency preparedness and responsiveness so that the City is ready to respond to a disaster**
Projects:
 - Ensure Emergency Plan is up-to-date
 - Conduct biannual emergency response exercises*Measures:*
 - Emergency Plan is current per all applicable standards
 - Tsunami & Storm-Ready certification is maintained
 - All flood & disaster mapping is current
 - Number of emergency response exercises and CERT trainings

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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:

- **Maintain and improve streets and sidewalks for the safety of vehicles and pedestrians**
Projects:
 - Capital Improvement Projects
 - Street improvement projects
 - Sidewalk inspection program*Measures:*
 - Miles of streets improved
 - System-wide average road Pavement Condition Index is at least 80
 - Number of claims associated with street or sidewalk conditions

- **Maintain and improve community facilities, parks, and landscaping**
Projects:
 - Facilities Improvement Projects*Measures:*
 - Number of facility or park renovation projects
 - Number of claims associated with facility, park, or landscaping conditions
 - Community survey results – satisfaction with maintenance of City parks and facilities

- **Enhance multi-modal and active transportation in the city**
Projects:
 - Extend grant-funded Trolley Program and promote trolley ridership
 - Explore other multi-modal and active transit opportunities
 - Assess the need for bike racks and provide electric bike education
 - Doheny Village Connectivity Study*Measures:*
 - Trolley ridership
 - Number of electric bike education and public outreach workshops
 - Participate annually with OCTA and other stakeholders on active transportation issues

- **Preserve natural resources to enhance a healthy and sustainable built and natural environment**
Projects:
 - Implement Water Quality Improvement Plan to maintain compliance with regulations
 - Environmental sustainability and education events*Measures:*
 - Operate and maintain the Salt Creek Ozone Treatment Facility
 - Implement and maintain trash control best management practices
 - Provide waste collection events
 - Percentage of recyclable waste diverted from landfill
 - Attendance of students through educational and science programs
 - Number of visitors to the Nature Interpretive Center

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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:

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

Projects:

- Municipal Codes review to reflect community goals and State regulations
- General Plan update

Measures:

- Municipal Code reviewed systematically

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

Projects:

- Permit tracking system upgrade and implement online permitting process
- Customer service training
- Enhance interdepartmental collaboration

Measures:

- Planning applications processed within timeline
- Building plan checks reviewed within timeline
- Average wait time at permit counter
- Customer service survey satisfaction (scale 1-10)

➤ **Effective and efficient business regulations that retain and attract businesses that support investment in our community to maintain a healthy business climate**

Projects:

- Explore establishing Business Improvement District (BID)
- Collaborate with local business organizations

Measures:

- Number of net new businesses
- Number of collaborations with local business organizations

➤ **Assess potential for improvements to private infrastructure**

Projects:

- Maintain and upgrade existing utilities
- Update Utility Undergrounding Policy
- Assess fiber optic/high speed internet
- Analyze Community Choice Aggregation

Measures:

- Utility Undergrounding Policy meets current regulations
- Number of encroachment permits issued to utility companies
- Number of major utility upgrade projects

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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:

➤ **Engage with the community to provide consistent and quality service**

Projects:

- Biennial community survey
- Customer service training
- Enhance interdepartmental collaboration

Measures:

- Community survey results – customer service

➤ **Enhance internal and external technology to provide digital access to services and information**

Projects:

- Explore and maximize technology to improve service delivery
- Permit tracking system upgrade and implement online permitting process
- Develop and publicize informative content for the public

Measures:

- Applications the public can use to access services
- Number of website visitors
- Social media statistics

➤ **Maintain a balanced budget that adequately funds core services to be a fiscally sound city**

Projects:

- Assess updated Strategic Plan's impact on Long-Term Financial Plan
- Compliant with the City's financial policies
- Annual review of Long-Term Financial Plan

Measures:

- Maintain reserves within City Council Policy
- Accuracy of revenues and expenses within 5% of budget
- Obtain GFOA Award for Financial Reporting Excellence each year

➤ **Recruit, develop, and retain quality staff for a knowledgeable and helpful workforce**

Projects:

- Employee survey

Measures:

- Employee survey results
- Percentage of employees receiving exceptional reviews
- Employee training hours
- Number of employee team building events

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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:

- Honor Dana Point's unique culture, history, and local charm, which enhances quality of life and provides a positive cultural and memorable experience for residents and visitors

Projects:

- Regular community and special events
- Reinvigorate recreation programming
- Art in public and private places
- Doheny Village beautification
- City engagement with non-profit organizations

Measures:

- Community survey results
- Number of recreation classes and participants
- Number of new art in public and private places
- Number of collaborations with non-profit organizations