



# CITY OF MALIBU 2025-2028 STRATEGIC PLAN



NOVEMBER 2025

## CITY COUNCIL

The City Council, comprised of the Mayor and four City Councilmembers, is the governing body of the city, with all the regulatory and corporate powers of a municipal corporation provided under California State Law. In general, the Council supervises the operations of the City government by establishing policies and programs and appropriating funds for each service function



**Mayor**  
Marianne Riggins



**Mayor Pro Tem**  
Bruce Silverstein



**Councilmember**  
Doug Stewart



**Councilmember**  
Steve Uhring



**Councilmember**  
Haylynn Conrad

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## EXECUTIVE SUMMARY

Malibu, with its 22 miles of scenic coastline, is a cornerstone of Southern California's identity, blending natural beauty, small town charm, and surf heritage. As part of Los Angeles County, it attracts over 15 million annual visitors, contributing significantly to the region's \$35 billion tourism economy. Iconic beaches like Zuma and Surfrider draw sun-seekers worldwide. Malibu's unique blend of coastal charm and cultural cachet shapes the Southern California lifestyle, making it both a vital economic driver and a global symbol of the California dream.

In recent years, Malibu has been heavily impacted by catastrophic wildfires. In 2018, the Woolsey Fire burned nearly 97,000 acres and destroyed over 1,600 structures. In 2025, the Palisades Fire destroyed 23,000 acres and over 5,300 structures. Each emergency caused displacement of thousands and destruction of entire neighborhoods.

At this moment in time, strategic planning is essential for the City of Malibu. The 2025-2028 Strategic Plan will prioritize rebuilding efforts, allocate limited resources efficiently, and address immediate community needs such as housing, infrastructure, and public safety. Planning also allows for improved disaster preparedness, integrating lessons learned to reduce future risks.

By aligning with environmental and economic goals, the City of Malibu can rebuild stronger, safer, and more sustainably.

### **Strategic Planning Guidance Provided by:**

- City Council
- Candace Bond, Interim City Manager
- Richard Rojas, Deputy City Manager
- Trevor Rusin, Interim City Attorney
- Kelsey Pettijohn, City Clerk
- Yolanda Bundy, Director of Community Development
- Rob Duboux, Public Works Director
- Kristin Riesgo, Community Service Director
- Susan Duenas, Public Safety Director

*Please note: the Strategic Plan goals, objectives, projects and strategies, are not organized in order of priority. Numbers are assigned for reference purposes only.*

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## MALIBU'S MISSION

### Malibu's Mission and Vision

Malibu's General Plan's mission and vision statements instruct us to focus on preserving Malibu's rural character. We are tasked with protecting Malibu's natural and cultural resources, and providing sustainable visitor-serving opportunities while avoiding suburbanization and commercialization. Malibu will maintain a high-quality environment and a welcoming community for its residents and visitors.

### Mission of Malibu Municipal Government

The mission of Malibu's municipal government is to follow the guidance of Malibu's general plan while ensuring the well-being, safety, and prosperity of its community. This involves delivering essential services, maintaining infrastructure, and fostering a sense of community through ongoing communications and various outreach programs and initiatives.

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## MALIBU SWOT ANALYSIS

### **STRENGTHS**

- AAA issuer credit rating
- Secure property tax revenue base
- Experienced department heads
- Strong community involvement
- Malibu brand is associated with desirable lifestyle, iconic beach city, rural environment, surfing, luxury ocean front homes, and desirable visitor location

### **WEAKNESSES**

- Difficulty recruiting staff
- Unknown success of fire rebuild program
- Key infrastructure controlled by outside agencies (ex. Caltrans, MRCA)
- As a contract city we have limited control over police and fire
- High commercial rents drive out businesses and prevent new business development

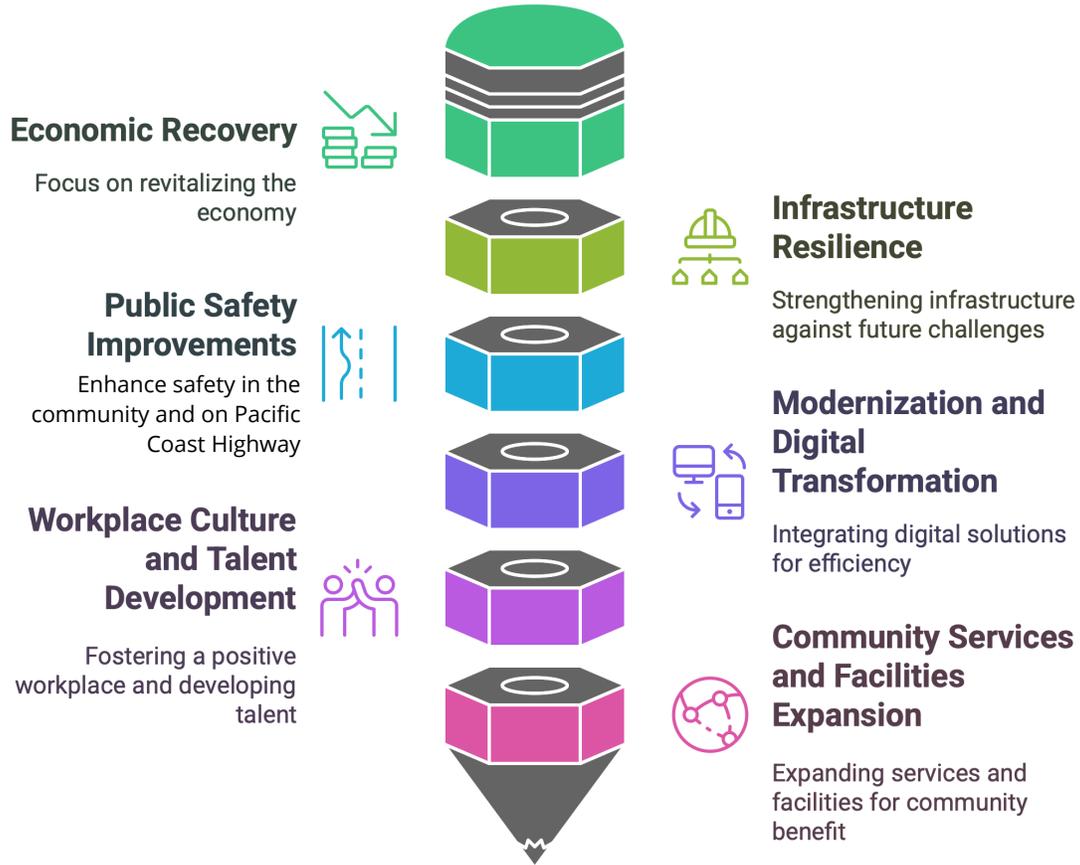
### **OPPORTUNITIES**

- Use performance and communication to engage the community and enhance the relationship between the city management and the residents
- Employ Malibu holdings as business incubator for local businesses
- Focus Fire rebuild decisions on rebuilding resident base vs outside ownership of rebuilt houses
- Continue to improve fire prevention programs
- Improve safety on PCH

### **THREATS**

- Slow fire rebuilds will impact future revenues
- Rebuilds converted to AirBNB and rental vs resident homes- impacts school enrollment and community development
- Another disaster impacts the city
- Residents lose confidence in the city's ability to deliver needed services

# Strategic Priorities 2025-2028



# Goal 1: Support Community Rebuilding and Long-Term Recovery

**Objective 1.1: Accelerate and simplify the rebuilding of \$1.6 billion in destroyed properties.**

## Projects

**Long Term Recovery Plan:** Establish a clear, community-informed roadmap to guide disaster recovery, rebuilding, and long-term resilience. (Administration)

**Focused Code Amendments:** Streamline rebuilding by removing unnecessary regulatory barriers while maintaining safety and environmental standards. (Community Development)

**Fire Rebuild Waivers:** Reduce the financial burden on fire-affected residents by waiving fees. (Community Development)

## Strategies

- Develop a Community-Led Recovery Vision
- Create Sector-Based Recovery Frameworks
- Align with FEMA and State Recovery Frameworks
- Build Measurable Milestones and Accountability Structures
- Identify rules that disproportionately delay recovery
- Adopt temporary flexibilities for rebuilds
- Engage Technical Advisory Groups
- Ensure transparency and public review
- Waive permitting for fire-damaged properties
- Create a simple waiver application process
- Monitor budgetary impacts and recovery outcomes

**Objective 1.2: Modernize development policies and procedures citywide to support resilient community development.**

## Projects

**Development Policy & Procedure Updates:** Modernize policies and procedures to support resilient development aligned with future community needs. (Community Development)

## Strategies

- As needed, update General Plan and Local Coastal Program policies
- Incorporate wildfire risk into development criteria
- Streamline permitting procedures and administrative requirements
- Ensure alignment with state and regional goals

# Goal 2: Drive Economic Recovery and Restore Lost Revenue

**Objective 2.1: Recover lost sales, hotel, and transaction tax revenue to pre-disaster levels to restore the city's ability to deliver high quality services.**

## Projects

**Economic Recovery Plan:** Develop a coordinated, data-driven roadmap to restore and grow the local economy after disaster impacts. (Administration)

**Economic Recovery Outreach Campaign:** Utilize the city's brand to attract visitors, investment, and residents through strategic outreach. (Administration)

**Business Recovery Grants:** Support local businesses recovering from fire impacts through direct financial assistance. (Administration)

## Strategies

- Conduct an economic impact assessment
- Leverage public-private partnerships
- Engage stakeholders across sectors
- Set short-, mid-, and long-term recovery goals
- Develop a unified recovery marketing strategy
- Target key external audiences
- Use high-quality visual media and storytelling
- Coordinate distribution of partner agency grants
- Prioritize locally owned and vulnerable businesses
- Establish simple, transparent application process
- Leverage public and private sources of funding

## Strategies for Economic Recovery



### Economic Recovery Plan

Combines economic goals and strategies to enhance local business recovery and drive revenue recovery.



### Shop Local Campaign

Promotes cross-sector partnerships and community loyalty to increase foot traffic and local spending



### External Marketing

Uses community engagement to support market recovery efforts to attract business and investment.

## Goal 3: Advance Infrastructure Resilience

### Objective 3.1: Develop and fund a comprehensive Infrastructure Resilience Plan.

#### Projects

**Sewer Plan:** Upgrade aging coastal wastewater infrastructure to protect public health, coastal ecosystems, and ensure compliance with environmental regulations. (Public Works)

**Water Tanks & Fire Flow Upgrades:** Improve water storage capacity and fire protection in hillside and vulnerable areas. (Public Works)

**Coastal Resiliency Infrastructure:** Protect coastal neighborhoods, infrastructure, and ecosystems from sea level rise, storm surge, and erosion. (Public Works)

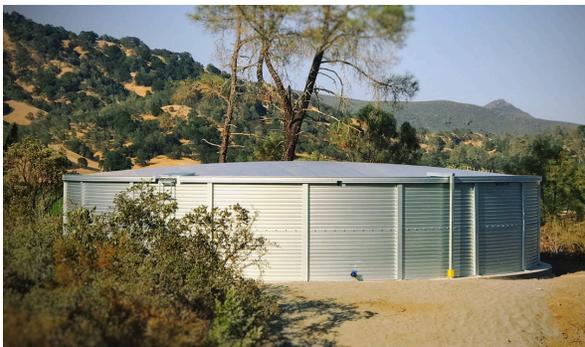
**Microgrid Plan:** Develop local clean generation infrastructure in response to outages, power shutoffs and wildfire risk. (Administration)

**Comprehensive Infrastructure Resilience Financing Plan:** Develop an integrated, long-term roadmap for citywide infrastructure that is resilient to climate, seismic, and operational risks. (Administration)

**Telecommunications Plan:** Develop a plan to upgrade the reliability of telecommunications infrastructure across the city. (Administration)

#### Strategies

- Conduct a feasibility assessment
  - Coordinate with coastal access and streets projects
  - Secure funding from state and federal programs
  - Complete construction within approved timeframe and budget
- Evaluate fire flow demand against storage and pressure zones
  - Upgrade and construct new water storage tanks
  - Improve pump stations and pressure-reducing valves
  - Plan for redundancy and backup power
- Finalize shoreline vulnerability maps and risk assessments
  - Design and implement nature-based solutions
  - Reinforce critical infrastructure with hybrid approaches
  - Engage the community in adaptation planning.
- Develop an interconnected, self-sufficient energy system that can connect to, disconnect from and run with the larger electrical grid
  - Power critical services like fire stations, medical offices, etc.
- Conduct a citywide infrastructure vulnerability assessment
  - Establish resilience criteria in capital planning
  - Create a 10-20 year resilience investment roadmap
  - Pursue interagency and community partnerships
- Collaborate with each telecommunications company to upgrade their network
  - Pursue multi-company and community partnerships



## Goal 4: Improve Public Safety

### Objective 4.1: Reduce injury and fatal collisions on Pacific Coast Highway

#### Projects

**Pacific Coast Highway Safety:** Invest in enforcement, education, and policy improvements. (Public Safety)

#### Strategies

- Implement Speed Safety System Pilot Program
- Support California Highway Patrol and LA County Sheriff's Department traffic enforcement operations
- Implement PCH Safety public education campaign
- Commit to setting speed limits based on crash risk, street type, and presence of vulnerable users—not just 85th percentile speed, and using legislative advocacy

### Objective 4.2: Increase Wildfire Resiliency

#### Projects

**Wildfire Mitigation:** Reduce wildfire risk in wildland-urban interface. (Public Safety)

#### Strategies

- Update the Community Wildfire Protection Plan (CWPP) to include a comprehensive wildfire risk analysis
- Support the formation of Firewise Communities
- Obtain grants to remove hazard trees and assist residents with home-hardening
- Work with agency partners to implement regional fuel reduction strategies

**Emergency Evacuation:** Increase alert, warning, and evacuation capabilities. (Public Safety)

- Implement alert and warning systems that do not depend on electricity or cellular service
- Implement recommendations in the Subdivision Review Program reports for neighborhoods with only one ingress and egress
- Update the City's Evacuation Plan

### Objective 4.3: Reduce Homeless Encampments

#### Projects

**Homeless Encampments:** Expand outreach and enforcement to reduce the number of homeless encampments. (Public Safety)

#### Strategies

- Work with agency partners to remove encampments on public property and hillsides
- Apply Measure A funds towards more dedicated interim housing beds, outreach, and mental health services
- Strengthen enforcement mechanisms for illegal camping, overnight parking and oversized vehicle ordinances

# Goal 5: Modernize City Operations with a new Digital Ecosystem

## Objective 5.1: Streamline city processes, permitting, payments, and project management

### Projects

**Upgrade Equipment:** Integrate modern audio-visual equipment into the City Hall Council Chambers / Civic Theater to provide a state-of-the-art forum for Malibu residents. (Administration)

**Online Permitting:** Simplify and digitize the end-to-end permitting process to improve turnaround time, transparency and user experience. (Community Development)

**Enterprise Resource System:** Modernize internal financial, HR, procurement and asset management systems for better integration and efficiency. (Administration)

**Interdepartmental Project Management Platform:** Improve coordination, visibility, and accountability for cross-departmental initiatives. (Administration)

### Strategies

- Assess condition of existing equipment
  - Select new equipment to support city operations
  - Plan for phased implementation
  - Ensure city teams are trained to operate
- 
- Adopt a user-centered permitting platform
  - Enable end-to-end digital workflow
  - Enable e-payment and document management
  - Create permit status transparency.
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- Consolidate legacy systems into a single platform
  - Define and enforce consistent workflows across departments for procurement, invoicing, and time tracking
  - Automate reporting and compliance
  - Plan for scalable implementation.
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- Deploy a Cloud-Based Project Management Tool
  - Create Standardized Templates and Milestone Tracking
  - Enable Task Ownership and Role Clarity
  - Use Visual Analytics for Decision Makers



# Goal 6: Foster a High-Performance Workplace Culture

## Objective 6.1: Enhance employee morale, retention, and innovation

### Projects

**New Personnel:** Select and train high-performing individuals for key new positions to bolster operational effectiveness and strategic initiatives. (Administration)

**Employee Recognition Program:** Boost employee morale, retention, and motivation by acknowledging individual and team contributions in meaningful, visible ways. (Administration)

**Training and Development:** Build a skilled, adaptable workforce through continuous learning and leadership development opportunities. (Administration)

### Strategies

- Select individuals based on clear, strategic criteria
  - Maintain consistency and rigor in hiring/promoting
  - Equip individuals with the tools needed to succeed
  - Ensure accountability and continuous improvement
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- Establish a Formal Recognition Framework
  - Align Recognition with Organizational Values and Goals
  - Incorporate Tangible and Experiential Rewards
  - Measure Impact on Engagement and Retention
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- Conduct a Citywide Skills Gap Assessment
  - Develop Tiered Learning Tracks
  - Launch a Leadership Development Academy
  - Track Training Participation and Career Growth Metrics
  - Begin integrating AI applications into city programs to reduce demands on staff



# Goal 7: Explore New Opportunities for Educational, Cultural and Recreational Establishments

## Objective 7.1: Deliver high quality public services and spaces for education, recreation, and culture

### Projects

**Snack Shack:** Provide a community-oriented food and beverage option at Bluffs Park to support youth sports, events, and daily park users. (Community Services)

**Skate Park:** Build a safe, modern, and inclusive skate facility that promotes active recreation opportunities and Malibu's skateboarding culture. (Community Services)

**Community Lands Project:** Develop conceptual designs and solicit feedback for new public facilities on city owned properties. (Administration)

**Malibu Unified School District:** Pursue the formation of an independent Malibu Unified School District. (Administration)

**Malibu Equestrian Center:** Reimagine educational and recreational programming to enhance utilization of the facility. (Community Services)

### Strategies

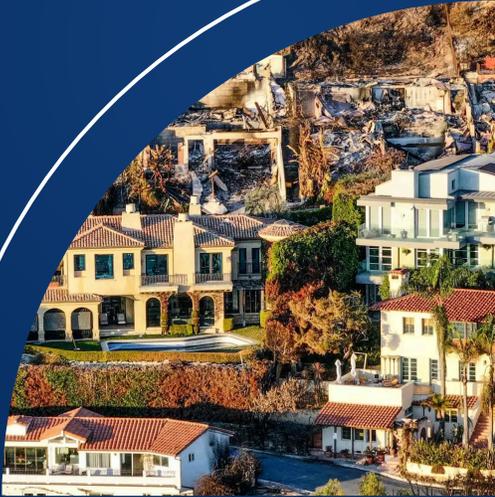
- Finalize Construction by 2026
- Coordinate Ribbon Cutting and Youth Outreach
- Activate with Community Events and Partnerships
- Finalize construction by 2026
- Coordinate grand opening and ribbon cutting
- Foster Malibu's skate culture through events and programs
- Coordinate youth outreach and partnership opportunities
- Complete the design phase in 2026
- Complete the permitting, approval and funding in 2028
- Coordinate the grand opening and ribbon cutting in 2029
- Petition the State Board of Education in 2026
- Continue to engage Malibu students, families, and educators to support the formation of a district that is responsive, local, and accountable to its residents
- Solicit input from the community on unmet needs
- Develop funding model to enhance services
- Promote enhanced services to potential facility users



## IMPLEMENTATION SCHEDULE

PROJECTS	FY 25-26	FY 26-27	FY 27-28
LONG TERM RECOVERY PLAN	PLANNING		IMPLEMENTATION
ECONOMIC RECOVERY PROGRAM		PLANNING	IMPLEMENTATION
COASTAL SEWER SYSTEM	PLANNING	IMPLEMENTATION	
WILDFIRE PREVENTION PROGRAM	PLANNING	IMPLEMENTATION	
CITY OPERATIONS MODERNIZATION	ROLLING PLANNING & IMPLEMENTATION		
COASTAL ADAPTATION PLAN		PLANNING	IMPLEMENTATION
WATER SUPPLY UPGRADE	PLANNING	IMPLEMENTATION	
ADDED PERSONNEL & TRAINING	RECRUITMENTS	ON-BOARDING	
PROJECTS	FY 25-26	FY 26-27	FY 27-28
PCH SAFETY PLAN		IMPLEMENTATION	
COMMUNITY LANDS	PLANNING	IMPLEMENTATION	
COUNCIL CHAMBERS REMODEL	PLANNING	IMPLEMENTATION	
ENTERPRISE RESOURCE PROGRAM		PLANNING	IMPLEMENTATION
MALIBU UNIFIED SCHOOL DISTRICT	ONGOING ASSESSMENT AND STRATEGY		
ENERGY MICROGRID	PLANNING	IMPLEMENTATION	

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## CONTACT US:

23825 Stuart Ranch Road  
Malibu, California 90265

310-456-2489

[www.malibucity.org](http://www.malibucity.org)

[maliburebuilds.org](http://maliburebuilds.org)

