



Agenda Item

City Council

Item #: 2.1.

4/30/2024

File #: 24-0246

TO: Honorable Mayor and Members of the City Council

FROM: Tom Kisela, City Manager

1. SUBJECT

City of Orange Strategic Plan Discussion and Update.

2. SUMMARY

On March 11, 2024, the Orange City Council held a Special City Council meeting to discuss the City Council's Strengths, Weaknesses, Opportunities, and Threats analyses and select five to six overarching Citywide priorities/goals. After identifying Citywide priorities/goals on March 11, 2024, City staff refined the goals, created objectives to achieve these goals over the next five years, and drafted new Mission and Vision Statements. The April 30, 2024, Special City Council meeting's purpose is to review the draft goals/objectives as well as the draft Mission and Vision Statements.

3. RECOMMENDED ACTION

1. Receive and file a presentation from Kelly Associates Management Group, LLC and staff detailing the steps taken since the March 11, 2024, Special City Council meeting to refine the draft goals and create objectives to achieve these goals over the next five years.
2. Review the draft goals and objectives and provide direction to City staff.
3. Review the draft Mission and Vision statements and provide direction to City staff.
4. Discuss next steps in the Strategic Plan Update process.

4. FISCAL IMPACT

None.

5. STRATEGIC PLAN GOALS

The proposed recommendations will support each goal identified in the current strategic plan by making comprehensive changes/updates to better align with the Orange community's service priorities and needs.

6. DISCUSSION AND BACKGROUND

Goals and Objectives

On March 11, 2024, the City of Orange held a Special City Council Meeting at Shaffer Park to review the City Council's Strengths, Weaknesses, Opportunities, and Threats (SWOT) analyses. The SWOT analyses were synthesized and placed on large printouts on the community center's wall. After completing a communication exercise and discussing the strategic plan process, each City Council

member selected up to six specific opportunities extracted from the SWOT analyses. These represent overarching Citywide goals/priorities. On March 19, 2024, the City's executive management team met with Kelly Associates Management Group LLC (KAMG) to discuss the City Council goals/priorities. The discussion focused on how these priorities could be refined and further modified using the recent Citywide survey results, thereby incorporating City Council and resident feedback. As a result, the following goals were created:

1. Maintain Strong Emergency and Safety Services.
2. Improve Employee Retention and Recruitment.
3. Enhance Economic Development and Quality of Life
4. Achieve Fiscal Sustainability
5. Enhance Public Communications Strategy
6. Improve Infrastructure, Mobility, and Information Technology

Staff worked on creating objectives to achieve these goals over the next five years. The draft Goal Action Plan includes proposed timeframes whereby "Short-Term" means 1 year, "Mid-Term" means 1-3 years, and "Long-Term" means 3-5 years. A "Description and Status" column is also included so staff can identify what the objective entails and how the department proposes to complete the objective. Lastly, a funding source is included so it is clear what objectives carry a general fund impact.

Finally, to help differentiate objectives classified as "Needs" vs. "Wants," staff placed an asterisk next to objectives deemed a "Need." This is intended to help the City Council identify which objectives should be removed, prioritized, or kept in the Fiscal Year (FY) 2025-2030 Strategic Plan.

Mission and Value Statements

As a part of the goal refinement and objective identification process, the City's executive team created a sub-committee to review and modify the City's Mission and Vision Statements. The sub-committee considered the City Council's identified priorities, Citywide survey results, and executive team discussions and feedback. Provided below are the current and proposed Mission and Vision Statements.

Current Mission Statement: The City of Orange is committed to excellent service for our residents, businesses and visitors.

Proposed Mission Statement: Orange embraces safety and fiscal health, while providing ethical, innovative, and responsive service to its community.

Current Vision Statement: As an organization, the city is the leader in delivering the highest level of service to meet current and future needs of the community.

Proposed Vision Statement: Orange is a city that celebrates its heritage, strives for high quality service, and prepares for a vibrant future.

Recommendation and City Council Direction

It is recommended the City Council, KAMG, and staff discuss the proposed goals/objectives and Mission and Vision statements. Once City Council direction is provided, staff will modify accordingly and bring the final Strategic Plan document to the City Council for final approval the same day as the Fiscal Year 2024-2025 budget adoption. Thereafter, quarterly updates will be given to the City Council to ensure ongoing progress.

Additionally, provided below are remaining milestones/tasks to complete the FY 2025-2030 Strategic Plan and adopt the Fiscal Year 2024-2025 budget.

Milestone/Task	Status
Members of the City Council individually and independently complete a Strengths, Weaknesses, Opportunities, and Threats analysis (commonly referred to as a SWOT analysis).	Completed
KAMG meets with each Councilmember one-on-one to discuss their respective SWOT analyses to provide context and better understand individual viewpoints.	Completed
Hold two special City Council meetings to discuss the SWOT analysis, identify overarching community goals, and specific tasks/projects to achieve these goals.	Not complete (will be complete after April 30 th)
Preliminary budget review scheduled to occur at the May 14, 2024, City Council meeting.	Not complete
Strategic Plan and Fiscal Year 2024-2025 budget adopted in June 2024.	Not complete

7. ATTACHMENTS

- Draft Goal Action Plan