



**Fiscal Years 2025-2030**  
Citywide Strategic Plan - December 9, 2025 Update



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## Strategic Plan Update Executive Summary

Strategic plans are often the culmination of different, and at times, competing factors. On the one hand, effective strategic plans should identify clear goals and objectives that an agency intends to accomplish over a defined period. On the other hand, strategic plans should be flexible, avoiding a sole focus on the City's immediate needs. This suggests that effective strategic plans are holistically constructed, reflecting a considered understanding of short and long-term needs, as well as the changing conditions that often drive the City's focus and circumstances.

With Kelly Associates Management Group's assistance, the City developed and adopted the Fiscal Years 2025-2030 Citywide Strategic Plan (Plan) on November 26, 2024. The Plan is intended to be a "living document," adaptable and open to change as conditions call for its amendment. Annual Plan updates are envisioned to occur each January, and the Plan's adoption included a commitment to provide quarterly updates to the City Council and public thereby fostering progress and accountability.

The quarterly Plan updates include the Goal Action Plan with an additional column on the right hand side. This new column is entitled with the day that the respective updates are brought forward for City Council review. Although the Goal Action Plan is not an exhaustive objective list, it represents significant projects that will help the City take steps to achieve the six overarching community goals. Going forward, staff will continue to modify and update this column so the City may show which objectives have been completed, where progress has been made, and where the City is experiencing delays.



## Mission

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

## Vision

As an organization, the City of Orange is a leader in delivering the highest level of service to meet the current and future needs of our community.

## Values

### Teamwork

Working together to achieve common goals.

### Excellence

Demanding the best from ourselves and others.

### Accountability

We are accountable to the residents and taxpayers of the City of Orange and are committed to holding ourselves, and each other, to the highest moral and ethical standards of conduct and performance excellence.



**The City's mission, vision, and values set the foundation of the Goal Action Plan.**

## **Goal Action Plan**

**Mission**

**Vision**

**Values**



# Fiscal Years 2025-2030 Citywide Strategic Plan Update: Goal Action Plan

The Goal Action Plan (GAP) is intended to guide the City Council and staff so the City of Orange may achieve the six goals identified in the Fiscal Years 2025-2030 Citywide Strategic Plan. As a part of the quarterly updates, the GAP identifies objectives, implementation strategies, timeframes, proposed funding sources, as well as an update column so the City Council and public may know what recent actions have been taken to accomplish each objective.

The objectives detailed in the GAP include the following information to ensure the City achieves each goal in an orderly fashion.

## Table Definitions:

- 1 **Goals** - Overarching priorities the City Council identified and were further developed during the Special City Council meetings.
- 2 **Objective Number** - Number to identify a particular objective with the first number aligning with the Goal number (e.g., Goal 2 would start with 2.1). Objective numbers with an asterisk\* denote those objectives the department(s) have deemed as a “Need” vs. a “Want”.
- 3 **Lead Departments** - The primary department(s) responsible for completing the objective.
- 4 **Objective** - Brief description of what the respective department(s) would like to achieve.
- 5 **Completion Timeframe** - Short-term (1 Year), Mid-Term (1-3 Years), Long-term (3-5 Years).
- 6 **Description and Status** - Additional information on what the objective entails and what the respective department(s) has done, or proposes to do, to complete the objective.
- 7 **Funding Source** - Identify which funds or other financing strategies the respective department(s) propose to complete the objective.
- 8 **December 9 Update** - A brief description of any significant updates since August 26, 2025.



# GOAL 1: Maintain Strong Emergency and Safety Services

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	December 9 Update
*1.1	Police	Implementation of contractual parking enforcement services to manage parking violations and increase revenue	Short-term	<ul style="list-style-type: none"><li>• City Council approved third-party vendor contract on May 28, 2024.</li><li>• Program and revenue updates will be provided during the quarterly Strategic Plan Updates.</li></ul>	General Fund	<ul style="list-style-type: none"><li>• Between August 16, 2025 - November 18, 2025, SP+ has issued 8,758 citations.</li></ul>
*1.2	Police	Increase technology to reduce crime	Short-term	<ul style="list-style-type: none"><li>• Utilize new Flock Safety contract to establish License Plate Reader (LPR) and live streaming PTZ camera technology to assist in reducing crime.</li><li>• Acquire and utilize new technology to advance crime fighting abilities and move toward building and staffing a Real Time Crime Center (RTCC).</li><li>• Seek additional funding through federal earmark requests or grants for additional equipment and systems.</li></ul>	Initial cost City Infrastructure Bond / Ongoing cost through Asset Seizure Funds and Federal Earmark and/or grant requests	<ul style="list-style-type: none"><li>• Ongoing - no significant update since August 26, 2025.</li></ul>
*1.3	Police	Replace mobile data computers in patrol fleet to maintain contemporary technology	Short-term	<ul style="list-style-type: none"><li>• Continue to assess longevity of computers and update system compatibility.</li><li>• Updates on the number of mobile data computers replaced will be provided in Strategic Plan quarterly updates.</li></ul>	Asset Seizure Funds	<ul style="list-style-type: none"><li>• One hundred eight-eight (188) AXON AB4 Body Worn Cameras were delivered near the end of October to replace our previous AB3 versions. The new models have improved technology and features.</li><li>• Nine (9) Virtual Reality headsets and three (3) tablets were delivered in mid-October to replace our existing and outdated models. The new models have improved capabilities and integrate with some of our other training equipment.</li></ul>



# GOAL 1: Maintain Strong Emergency and Safety Services

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	December 9 Update
*1.4	Police	Engage public and private organizations to participate in Flock Safety security program	Short-term	<ul style="list-style-type: none"><li>Promote Flock Safety security program via social media and community outreach to encourage participation of public and private organizations to provide video/photo evidence to solve crimes.</li><li>Progress updates will be provided quarterly in Strategic Plan Updates.</li></ul>	Private funding	<ul style="list-style-type: none"><li>Crime Prevention Specialists have continued to engage with the community and HOA's to participate in the Flock Safety Program.</li></ul>
*1.5	Fire/ Emergency Management	Develop plans, policies, and procedures consistent with national standards	Short-term	<ul style="list-style-type: none"><li>Evaluate emergency management planning software to ensure consistency with state and federal guidelines and regulations.</li><li>Annually update Emergency Operations Plan (EOP), Continuity of Operations Plan (COOP), and Continuity of Government (COG) Plan.</li></ul>	Grants	<ul style="list-style-type: none"><li>Ongoing - no significant update since August 26, 2025.</li></ul>
1.6	Police/ Community Services	Assist those Experiencing Homelessness	Short-term	<ul style="list-style-type: none"><li>Continuous management and resource engagement with the local homeless population.</li><li>Address criminal law violations and quality of life issues impacting the community.</li><li>Seek to reduce number of individuals experiencing homelessness as demonstrated by lowering related calls for service and utilizing available shelters or housing for those who seek assistance.</li><li>Executed license agreement with HUB Resource Center (HRC) and will assist HRC to sustain operations beyond 2026.</li></ul>	General Fund / Grant Opportunities	<ul style="list-style-type: none"><li>Between August 13, 2025 and November 18, 2025, the HEART Team and Homeless Outreach Specialist sheltered 51 people experiencing homelessness in the City of Orange.</li></ul>
1.7	Fire/ Emergency Management	Enhance Emergency Preparedness Education & Awareness	Short-term	<ul style="list-style-type: none"><li>Develop and implement ongoing public awareness campaigns to educate residents about emergency preparedness.</li><li>Regularly assess the effectiveness of programs through surveys and community feedback.</li></ul>	General Fund	<ul style="list-style-type: none"><li>Ongoing - no significant update since August 26, 2025.</li></ul>



GOAL 1: Maintain Strong Emergency and Safety Services

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	December 9 Update
1.8	Fire/Emergency Management	Improve Emergency Response Infrastructure	Short-term	<ul style="list-style-type: none"><li>Annually test emergency notifications for residents and businesses (i.e. AlertOC).</li><li>Test the Operational Area Radio to the County monthly.</li><li>Regularly assess infrastructure improvements and address any gaps.</li><li>Provide Strategic Plan quarterly updates to the City Council.</li></ul>	General Fund/ Grants	<ul style="list-style-type: none"><li>Ongoing - no significant update since August 26, 2025.</li></ul>
*1.9	Police	Police facility improvements to the Field and Support Services Division to improve workflow	Mid-term	<ul style="list-style-type: none"><li>Contract projects to include furniture replacement, upgraded lighting, paint, carpeting, and shower facilities.</li></ul>	Bonds, COPS Fund, and Police Facility Fund	<ul style="list-style-type: none"><li>The furniture design and pricing is underway for our Traffic Bureau, Briefing Room, Sergeant's Office, and the Bike and HEART Team workspaces.</li><li>The new design will provide improved technology, increased power supply options, and better ergonomics and appropriation of workspaces.</li></ul>
*1.10	Fire/ Emergency Management	Strengthen Interagency Coordination and response.	Mid-term	<ul style="list-style-type: none"><li>Completed facility shelter assessment at El Modena High School as a large capacity shelter. Updated MOU to be executed.</li><li>Establish Grijalva Sports Center as the designated city-owned facility for care and shelter.</li><li>Update MOU/MOAs with Point of Distribution/ Dispensing (POD) sites.</li><li>Evaluate interagency coordination bi-annually through joint exercises and drills.</li></ul>	General Fund	<ul style="list-style-type: none"><li>Much of these tasks have been completed with no other significant changes since August 26, 2025.</li></ul>



# GOAL 1: Maintain Strong Emergency and Safety Services

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	December 9 Update
*1.11	Police	Expand the employee wellness program	Long-term	<ul style="list-style-type: none"><li>Continue to utilize our existing wellness grant to fund testing, critical incident debriefs, overall officer health, and psychological services.</li><li>Identify other grant opportunities to enhance employee wellness opportunities.</li></ul>	General Fund / Grants	<ul style="list-style-type: none"><li>Ongoing - no significant update since August 26, 2025.</li></ul>
*1.12	Fire/ Emergency Management	Update the Local Hazard Mitigation Plan (LHMP) to enhance emergency management planning capabilities	Long-term	<ul style="list-style-type: none"><li>Received Hazard Mitigation Grant Program (HMGP) grant totaling \$159,990.</li><li>The Local Hazard Mitigation Plan will be updated by no later than April 2027.</li><li>Apply to the HMGP following the completion of the LHMP update to secure more funding for projects.</li></ul>	Grants	<ul style="list-style-type: none"><li>The updated Local Hazard Mitigation Plan will soon be completed, placing the City well ahead of the April 2027 grant deadline.</li></ul>



GOAL 2: Enhance Economic Development and Achieve Fiscal Sustainability

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	December 9 Update
*2.1	Community Development	Implement permitting software and online platform to improve the customer experience	Short-term	<ul style="list-style-type: none"><li>• Employ beta testing, utilizing software in a live environment to uncover deficiencies before general software release.</li><li>• Anticipated to go live with software in FY25.</li></ul>	Building Records and Planning Documents	<ul style="list-style-type: none"><li>• The permitting software and online platform went live on Tuesday, February 18th, but has since been expanded to include the Fire Department, Public Works, and Community Services.</li></ul>
*2.2	Community Development/ City Attorney	Improve Design Review Process.	Short-term	<ul style="list-style-type: none"><li>• Draft guidelines of projects requiring DRC approval, staff approval, or are exempt from Design Review.</li></ul>	General Fund	<ul style="list-style-type: none"><li>• Per City Council direction, staff developed, and the City Council approved modifications to the Design Review Committee’s purview on November 12th.</li></ul>
*2.3	Economic Development	Implement and develop a Shop Local Program	Short-term	<ul style="list-style-type: none"><li>• Worked with the Orange Chamber of Commerce to launch the Shop Local Program, Experience Orange.</li><li>• Strategic Plan Quarterly updates will be provided to the City Council.</li></ul>	General Fund	<ul style="list-style-type: none"><li>• Ongoing. Staff is evaluating the program relative to sales tax revenues.</li></ul>
*2.4	Economic Development	Diversify tax revenue	Short-term	<ul style="list-style-type: none"><li>• Staff is having initial discussions with hotels and soliciting proposals from consultants to form a Tourism Improvement district, promoting Orange as a visitor destination.</li><li>• Capitalize on adjacent projects (e.g., OC Vibe) to attract complementary developments that would generate additional sales tax or transient occupancy tax revenues.</li><li>• Working with consultants to attract high quality retailers and to develop a design concept in the West Katella Area so it may serve as a gateway to Orange.</li></ul>	Redevelopment Bond Funds	<ul style="list-style-type: none"><li>• Staff is working with the County of Orange to finalize a option/lease agreement to utilize the Orange County Flood Control parcel adjacent to the Stadium Promenade north of West Katella Avenue.</li></ul>



## GOAL 2: Enhance Economic Development and Achieve Fiscal Sustainability

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	December 9 Update
*2.5	Economic Development/ Public Works	Form an Enhanced Infrastructure Financing District (EIFD)	Short-term	<ul style="list-style-type: none"> <li>Staff is working to begin the formation process which will take approximately 12 months.</li> <li>Revenue will fund infrastructure improvements that support economic development in strategic areas of the City.</li> </ul>	Redevelopment Bond Funds	<ul style="list-style-type: none"> <li>The EIFD was determined to be infeasible at this time. Staff has terminated the EIFD agreement with Kosmont Companies.</li> </ul>
*2.6	Finance	Reduce subsidy from general tax revenues	Short-term	<ul style="list-style-type: none"> <li>Conduct an updated fee study and evaluate the current indirect cost allocation.</li> <li>Identify subsidies that could be recovered.</li> <li>Complete by FY25 and provide information to City Council in quarterly Strategic Plan updates.</li> </ul>	General Fund	<ul style="list-style-type: none"> <li>Staff presented the draft fee study and cost allocation plan in September, and received Council feedback.</li> <li>Staff is working on scheduling a fee study session and will incorporate the feedback for future Council consideration.</li> </ul>
*2.7	Library Services	Develop and strengthen collaborative partnerships to provide and enhance high quality programs, resources, and spaces for the public.	Short-term	<ul style="list-style-type: none"> <li>Presented the 2024 OPL Comic Convention in September 2024.</li> <li>Plan, coordinate, and present 2025 Summer Reading Club by June 2025.</li> <li>Plan, coordinate, and present FY25 Adult Literacy Program by June 2025.</li> </ul>	General Fund / Seeking Financial Support from Community Partners and Grants.	<ul style="list-style-type: none"> <li>Completed 2024 OPL Comic Convention.</li> <li>Completed 2025 Summer Reading Club.</li> <li>Completed FY25 Adult Literacy Program.</li> </ul>
2.8	Finance/ City Attorney	Assess Procurement Policies	Short-term	<ul style="list-style-type: none"> <li>Review existing Citywide procurement policies and related municipal codes.</li> <li>Gather neighboring agency procurement policies to identify trends and other practices while also considering best practices prescribed by the Government Finance Officers Association.</li> <li>Adopt new procurement polices and municipal codes in FY25.</li> </ul>	General Fund	<ul style="list-style-type: none"> <li>Staff developed an ordinance to increase purchasing thresholds for the City Council's consideration. This will help streamline City operations and bring the City in alignment with other larger Orange County cities.</li> </ul>



## GOAL 2: Enhance Economic Development and Achieve Fiscal Sustainability

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	December 9 Update
*2.9	Finance	Create a fiscal sustainability plan	Mid-term	<ul style="list-style-type: none"><li>Develop and implement a fiscal policy that promotes fiscal responsibility, sustainability, and best practices.</li><li>Create a framework and guidelines to assist staff during budget development and ongoing fiscal monitoring.</li></ul>	General Fund	<ul style="list-style-type: none"><li>Completed - City Council adopted the financial management policies as well as the Statement of Investment Policy at the August 12, 2025 City Council meeting.</li></ul>
*2.10	Finance	Achieve and maintain 90% funding status for pension and OPEB	Mid-term	<ul style="list-style-type: none"><li>Monitor and update the Pension Guidelines regularly.</li><li>Identify a mechanism to begin funding for OPEB.</li><li>Identify opportunities to pay down new unfunded liability.</li><li>Quarterly Strategic Plan updates will be provided.</li></ul>	Various Funds	<ul style="list-style-type: none"><li>CalPERS reported a preliminary return of 11.6% net investment for the period ending June 30, 2025, exceeding the discount rate of 6.8%.</li><li>CalPERS Actuarial Valuation Reports shows the City funded at 91% for Safety and 95% for Miscellaneous Plans as of June 30, 2024.</li></ul>
*2.11	Finance	Upgrade the current financial system	Mid-term	<ul style="list-style-type: none"><li>Begin implementation of a new financial system to improve efficiency, transparency, and accountability.</li><li>Rebuild the chart of accounts and business processes.</li><li>Enhance internal control and reduce human errors.</li><li>Review opportunities to consolidate financial systems.</li></ul>	Various Funds	<ul style="list-style-type: none"><li>Phase 1 of the ERP, financial system, went live on July 7th.</li><li>Phase 2, Payroll and Human Resources, is underway and is anticipated to go live in October of 2026.</li><li>Phase 3, Utility Billing, is scheduled to kickoff in September and go live in July of 2026.</li><li>No other significant updates since August 26, 2025.</li></ul>
2.12	Community Development/ City Attorney	Update Zoning Ordinance for process clarity and improve efficiency for new businesses.	Mid-term	<ul style="list-style-type: none"><li>Compile list of ordinances that need to be reviewed and updated.</li><li>Begin introducing new ordinances after FY25.</li></ul>	General Fund	<ul style="list-style-type: none"><li>The City Council adopted Ordinance No. 13-25 streamlining the sale and service of alcohol for bona fide restaurants in certain zoning districts.</li></ul>



## GOAL 2: Enhance Economic Development and Achieve Fiscal Sustainability

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	December 9 Update
2.13	Community Development	Expand upon permitting software.	Mid-term	<ul style="list-style-type: none"><li>• Add sign-in portal and monitors on walls after permitting software has been implemented.</li><li>• Explore the potential and costs for a greeter.</li></ul>	General Fund / IT Fund	<ul style="list-style-type: none"><li>• Ongoing - no significant update since August 26, 2025.</li></ul>
2.14	City Manager/ Finance	Conduct citywide organizational audit	Mid-Term	<ul style="list-style-type: none"><li>• Budget in FY26 funds to hire a third-party auditor to review City operations to ensure the City is applying industry standard best practices in all departments.</li></ul>	General Fund	<ul style="list-style-type: none"><li>• Staff received multiple proposals for this services, and due to the overall costs, this project has been placed on hold.</li></ul>
2.15	Community Services	Park naming/ sponsorship program	Long-Term	<ul style="list-style-type: none"><li>• Evaluate potential of offering a park naming/sponsorship program as a source of revenue for future park projects.</li></ul>	Funding not identified	<ul style="list-style-type: none"><li>• Completed - Policies for 'Park Naming' and 'Park Asset Naming and Donations for New City Parks' were approved by Council in May 2025.</li></ul>



# GOAL 3: Enhance Public Communication Strategy and Quality of Life

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	December 9 Update
*3.1	City Manager	Develop additional methods of communication and increase subscribers to City's communication forums	Short-term	<ul style="list-style-type: none"><li>Continuously and actively promote online subscription opportunities currently available to Orange residents and increase the number of subscribers.</li><li>Incorporate other vehicles of messaging, including newsletters, pamphlets, Reddit, etc.</li><li>Increase the City's presence on social media including the number of videos, interactive posts, etc. on social media.</li></ul>	General Fund and collaboration with community partners.	<ul style="list-style-type: none"><li>Worked with Economic Development on a marketing campaign to roll out new Old Towne maps.</li><li>Continued social media updates as paid parking implementation rolls forward.</li></ul>
*3.2	City Manager	Create unified messaging across departments	Short-term	<ul style="list-style-type: none"><li>Meet regularly with other departments to collaborate on unified messaging.</li><li>Create citywide communications schedule to promote collaborative and uniform messaging in FY25.</li></ul>	General Fund	<ul style="list-style-type: none"><li>Worked with City departments to develop a holistic social media campaign for Our Orange Conversation, encouraging residents and businesses to tell the City about their budget priorities.</li><li>Working with the City Attorney's Office to develop social media policy for consistency across all departments.</li><li>Worked with City departments to develop consistent maps across all webpages.</li></ul>
*3.3	City Manager/ Police Department/ Fire Department/ Emergency Management	Update Crisis Communication Plan and Create Citywide Communication Plan	Short-term	<ul style="list-style-type: none"><li>Review best practices and contemporary plans utilized by other agencies.</li><li>Update and/or develop the City's crisis communication plan and Citywide communication plan by end of FY25.</li></ul>	General Fund	<ul style="list-style-type: none"><li>Ongoing - no significant updates since August 26, 2025.</li></ul>



### GOAL 3: Enhance Public Communication Strategy and Quality of Life

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	December 9 Update
3.4	Library Services	Procure, protect, and celebrate Orange's history and archives.	Short-term	<ul style="list-style-type: none"><li>• Create a Disaster Preparedness Plan for the Library's History Center to protect and preserve archives by May 2025.</li><li>• Add the Library's digital staff photograph collection into the Local History online collection for public access by December 2025.</li></ul>	General Fund / Seeking financial support from community partners and grants.	<ul style="list-style-type: none"><li>• Second draft completed of concurrent Pocket Response Plan.</li><li>• Procured spill kit supplies.</li><li>• In-depth batch loading training for staff completed.</li><li>• Coordinated server access to facilitate uploading of photographs.</li></ul>
*3.5	Community Services	Complete new park on the West Side	Mid-Term	<ul style="list-style-type: none"><li>• Complete conceptual design in 2024.</li><li>• Construction budgeted in FY25.</li><li>• Coordinate with Orange County Flood Control to align park project with County levee project in 2025.</li></ul>	Redevelopment Agency Funds/Park Acquisition/ Federal Earmark	<ul style="list-style-type: none"><li>• Orange County Flood Control will now be constructing a flood wall along the levee instead of raising it to address safety concerns from OC Sheriff and OC Parks. Without a levee raise, there will no longer be a back slope along most of the future new park area. In response, the County's consultant had to draft revised design plans. The County is currently conducting internal review of the revised plans and have also sent them to Army Corps for their review. The County anticipates advertising in Spring 2026, with construction occurring from Summer 2026 to Summer 2027. New West Side Park construction can begin after County's levee project is complete.</li></ul>
*3.6	Community Services	Complete pickleball courts and fitness equipment project at Hart Park	Mid-term	<ul style="list-style-type: none"><li>• Finalize requirements with HUD to receive funding.</li><li>• Award bid for construction by end of 2025.</li></ul>	Park Acquisition Fund and Federal Earmark	<ul style="list-style-type: none"><li>• Anticipate project completion in Winter 2026.</li></ul>
3.7	Community Services	Continue to offer high quality and efficient, city led recreation programs	Mid-term	<ul style="list-style-type: none"><li>• Evaluate current costs associated with summer, sports and drop-in programs, and facility and park rentals.</li><li>• In progress as part of FY25</li></ul>	General Fund	<ul style="list-style-type: none"><li>• Advertised RFP for contracted services for Aquatics and Summer Youth Programs in November 2025. Staff are also working with the Park Planning and Community Events Commission to evaluate a feasible and cost-effective option for a 250th Celebration for summer 2026. Lastly, staff also met with youth sports groups in November 2025 to discuss proposed fees for field rentals.</li></ul>



GOAL 3: Enhance Public Communication Strategy and Quality of Life							
Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	December 9 Update	
3.8	Community Services	Complete new Skate Park at Grijalva Park.	Mid-Term	<ul style="list-style-type: none"> <li>Finalize design plans.</li> <li>Construction expected to begin in 2025.</li> </ul>	Capital Project Funds	<ul style="list-style-type: none"> <li>Advertising bid for construction in November 2025. Bids due in January 2026.</li> <li>Award of construction to be submitted for Council approval in April 2026.</li> </ul>	
3.9	City Manager	City website refresh	Mid-term	<ul style="list-style-type: none"> <li>Work with existing vendor or identify new website provider to refresh and improve the City's website.</li> </ul>	General Fund	<ul style="list-style-type: none"> <li>Ongoing - no significant update since August 26, 2025.</li> </ul>	
3.10	City Manager/Community Development	Annex County Islands	Long-Term	<ul style="list-style-type: none"> <li>Work with Orange County LAFCO and County of Orange to determine City costs (and any County contributions) of annexing the City's County islands.</li> <li>Detail costs and submit to City Council for discussion and direction.</li> </ul>	General Fund	<ul style="list-style-type: none"> <li>Estimates show the cost to service the County islands will exceed the estimated revenue.</li> <li>Staff will bring back an item in early 2026 to receive City Council direction on this matter.</li> </ul>	
3.11	City Manager/Community Services	Former Villa Park Landfill Improvmnts	Long-Term	<ul style="list-style-type: none"> <li>Work with the County of Orange to identify feasible improvements to the former Villa Park Landfill with potential park uses as first priority.</li> </ul>	General Fund	<ul style="list-style-type: none"> <li>In lieu of a park, the Orange County Waste and Recycling Department has offered a perimeter fence.</li> <li>Given the area's natural and open space setting, staff does not recommend this project move forward.</li> </ul>	
3.12	Community Services/Community Development/City Manager	Evaluate potential of acquiring part of Santa Ana golf course (located in Orange) for future park site	Long-Term	<ul style="list-style-type: none"> <li>Schedule meetings with neighboring agencies to begin discussions on potential acquisition.</li> </ul>	Funding not identified	<ul style="list-style-type: none"> <li>Ongoing - no significant update since August 26 2025.</li> </ul>	



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## GOAL 4: Improve Employee Retention and Recruitment

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	December 9 Update
*4.1	Human Resources	Develop and implement a comprehensive plan to market the City of Orange as an employer of choice	Short-term	<ul style="list-style-type: none"> <li>Draft a comprehensive marketing plan by working with the City's communications team.</li> <li>Provide quarterly strategic plan updates to the City Council.</li> </ul>	Various Funds	<ul style="list-style-type: none"> <li>Ongoing - no significant update since August 26, 2025.</li> </ul>
*4.2	Human Resources	Create an inclusive work environment and build a diverse workforce	Short-term	<ul style="list-style-type: none"> <li>Conduct community/educational outreach within all districts of City in FY25.</li> <li>Place advertisements within local newspapers and utilize Channel 3 as additional outreach.</li> <li>Recognize and celebrate employee performance.</li> </ul>	General Fund	<ul style="list-style-type: none"> <li>Human Resources is working in collaboration with Team Orange, the employee run organization focused on the growth and development of employees, to implement an annual awards ceremony to honor employee achievements throughout the year.</li> </ul>
4.3	Human Resources	Reduce the City's time-to-hire employees	Short-term	<ul style="list-style-type: none"> <li>Condensed two background meetings to one.</li> <li>Offer onsite Livescan at hiring events.</li> <li>Review and update the City's hiring process to match best practices and industry standards by end of FY25.</li> </ul>	General Fund	<ul style="list-style-type: none"> <li>Ongoing - no significant update since August 26, 2025</li> </ul>
4.4	Human Resources	Develop Citywide Internship Program	Short-term	<ul style="list-style-type: none"> <li>Work with faculty at Chapman University and other local Public Administration Graduate Programs to update the existing internship program.</li> <li>Work with participating universities to draw students to the City of Orange to build professional experience, and potentially future employment.</li> </ul>	Various Funds	<ul style="list-style-type: none"> <li>For Fall 2025, the City hosted 5 interns spread through various departments with an anticipated end date of late December.</li> </ul>



# GOAL 4: Improve Employee Retention and Recruitment

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	December 9 Update
4.5	Human Resources/ City Manager	Implement Succession Planning Strategies	Short-term	<ul style="list-style-type: none"><li>• Revive the Orange Leadership Academy to develop current management employees so they may step into key City leadership roles in the future.</li><li>• Create methodologies to recognize and develop existing talent so they are prepared to serve in City leadership positions.</li></ul>	Various Funds	<ul style="list-style-type: none"><li>• Human Resources staff is planning a Fall 2026 Supervisor's Academy. One was previously held in Fall 2024.</li></ul>
*4.6	Human Resources	Support change management processes, embrace technology improvements, and digitalization.	Mid-term	<ul style="list-style-type: none"><li>• Convert to a completely electronic Personnel Action Form (PAF) system.</li><li>• Update employee evaluation process.</li><li>• Transition Open Enrollment to new software program.</li><li>• Track required employee training through new software.</li><li>• Anticipated to be incorporated by FY26.</li></ul>	General Fund	<ul style="list-style-type: none"><li>• Ongoing - no significant update since Augsut 26, 2025</li></ul>
*4.7	Human Resources	Conduct a full classification and compensation study	Long-term	<ul style="list-style-type: none"><li>• Request competitive proposals for a consultant to conduct a full classification and compensation study.</li><li>• The intent of the study is to ensure pay equity and market alignment; reestablish minimum qualifications and job descriptions; consolidate the number of job titles; improve recruitment and retention; and identify career progression and professional development.</li></ul>	General Fund	<ul style="list-style-type: none"><li>• Ongoing - no significant update since August 26, 2025</li></ul>



# GOAL 5: Improve Infrastructure, Mobility, and Technology

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	December 9 Update
*5.1	Public Works	Update Facility Condition Assessment	Short-term	<ul style="list-style-type: none"><li>• Complete the Assessment to identify facility maintenance needs by end of FY25.</li><li>• Study would provide analytics on expected useful life, facility replacement, and costs.</li></ul>	Various Funds	<ul style="list-style-type: none"><li>• Ongoing - no significant update since August 26, 2025.</li></ul>
*5.2	Public Works/ Economic Development	Complete Old Towne-West Orange Shuttle Feasibility Study	Short-term	<ul style="list-style-type: none"><li>• Final report completed in Fall 2024.</li><li>• Identifies routes for local transit service connecting Old Towne to/from activity centers.</li><li>• Will request implementation funding through OCTA.</li></ul>	M2 Funding	<ul style="list-style-type: none"><li>• Feasibility Study Completed. City will be submitting for reimbursement through OCTA.</li></ul>
*5.3	Public Works/ Economic Development	Deploy a micro transit service in and around Old Towne	Short-term	<ul style="list-style-type: none"><li>• City Council approved an MOU with ATN to provide \$100,000 in funding to launch service.</li><li>• Identify options to fund 18-month trial.</li></ul>	Redevelopment Bond Funds/Grants	<ul style="list-style-type: none"><li>• This MOU was terminated due to operational changes with ATN.</li></ul>
*5.4	Public Works/ Economic Development	Develop and implement Old Towne parking management program	Short-term	<ul style="list-style-type: none"><li>• Staff is finalizing an Old Towne parking management program which will include evaluating scenarios for paid parking.</li><li>• Revenue from future program will support additional parking and other improvements including way finding signage to support businesses and economic development.</li></ul>	Parking Fees	<ul style="list-style-type: none"><li>• Payment kiosks and signage to be installed December 2025.</li><li>• Tentative start scheduled for January 2026.</li></ul>



GOAL 5: Improve Infrastructure, Mobility, and Technology

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	December 9 Update
*5.5	Public Works	Implement full master plan for renovation and reorganization of City Corp Yard	Short-term	<ul style="list-style-type: none"><li>Multiple construction phases are expected over the next few years.</li><li>The first phase of construction began in Fall 2024.</li></ul>	Bond/General Fund/Sanitation/ Gas Tax	<ul style="list-style-type: none"><li>The first phase of this project is complete.</li><li>Phase two will begin in FY26.</li><li>No other significant updates since August 26, 2025.</li></ul>
*5.6	Public Works	Develop an Active Transportation Plan	Short-term	<ul style="list-style-type: none"><li>Plan development to begin in FY25 and will provide a roadmap for improving bicycle and pedestrian safety/mobility, including identifying candidate corridors to be converted into “complete streets.”</li></ul>	Federal Funding/ TSIP / Grants	<ul style="list-style-type: none"><li>In October 2025, the City Council approved an agreement with Mark Thomas and Company, Inc. to develop a Citywide Active Transportation Plan.</li></ul>
*5.7	Public Works	Update Storm Drain Master Plan	Mid-term	<ul style="list-style-type: none"><li>Identify third party consultant to develop master plan.</li><li>Master plan will provide information on needed improvements to address flooding issues and/or existing deficiencies.</li></ul>	FEMA/Sanitation Fund/General Fund	<ul style="list-style-type: none"><li>Ongoing - no significant update since August 26, 2025.</li></ul>
*5.8	Public Works/ Community Development	Update Sewer Master Plan to coordinate with next General Plan update	Mid-Term	<ul style="list-style-type: none"><li>A third-party consultant will be hired in FY26 or FY27 (dependent on General Plan update) to identify sewer system deficiencies while also providing analytics on expected useful life, sewer replacement, and costs.</li></ul>	Sanitation Fund	<ul style="list-style-type: none"><li>Ongoing - no significant update since August 26, 2025.</li></ul>



# GOAL 5: Improve Infrastructure, Mobility, and Technology

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	December 9 Update
*5.9	Community Services	Identify costs and funding associated with maintaining new amenities	Mid-term	<ul style="list-style-type: none"><li>Identify costs and funding sources to maintain new skate park, pickleball courts, new park in West Orange, Antepasado Park, and restroom building at El Modena Library/Basin.</li></ul>	Funding not yet identified	<ul style="list-style-type: none"><li>Antepasado Park opened in October 2025. Public Works assumed responsibility and identified funding for ongoing maintenance.</li><li>El Modena Library/Basin restroom opened in April 2025 and Community Services identified funding for on-going maintenance.</li></ul>
*5.10	Community Services	Update Parks and Recreation Master Plan	Mid-term	<ul style="list-style-type: none"><li>Funding request to be included in proposed FY26 CIP.</li><li>Master Plan completed by 2027.</li></ul>	Park Acquisition Fund	<ul style="list-style-type: none"><li>Ongoing - no significant update since August 26, 2025.</li></ul>
*5.11	Community Services	Update Master Plan for Grijalva Park	Mid-Term	<ul style="list-style-type: none"><li>Included in the FY25 CIP.</li><li>Set fundraising and operation goals/timelines for outside organizations (Library Foundation, GOCAT, and Senior Center) for proposed new facilities.</li><li>Complete plan by 2025.</li></ul>	Park Acquisition Fund	<ul style="list-style-type: none"><li>Worked with Montrose and Kimley-Horne to establish a community outreach plan and revise the timeline for completion in order to account for GOCAT fundraising timelines. Revised Masterplan with the community's input has been incorporated.</li><li>Scheduled to be presented to Park Planning and Community Events Commission in Fall 2026, followed by a final Masterplan presented to Council in early 2027.</li></ul>
*5.12	Information Technology	Develop Citywide Information Technology Strategic Plan	Mid-term	<ul style="list-style-type: none"><li>Develop comprehensive plan of needed technology services to effectively serve the community over the next decade by end of FY26 and assess current IT structure.</li></ul>	General Fund	<ul style="list-style-type: none"><li>This item was intended to be folded into the Citywide Organizational Assessment which is now on hold.</li><li>Staff will evaluate the need for a comprehensive plan during the FY27 budget development process.</li></ul>



## GOAL 5: Improve Infrastructure, Mobility, and Technology

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	December 9 Update
5.13	Public Works/ Community Services	Work Assessment Management System	Mid-term	<ul style="list-style-type: none"><li>• Work with consultant to track costs and labor associated with parks maintenance and plan for maintenance needs possibly by FY26.</li></ul>	Various Funds	<ul style="list-style-type: none"><li>• Ongoing - no significant update since August 26, 2025.</li></ul>
5.14	Public Works/ Economic Development	Identify opportunities to add landscape medians on arterial streets	Mid-term	<ul style="list-style-type: none"><li>• Evaluate and identify opportunities to beautify and add landscaping throughout the City.</li><li>• Currently is conceptual and still planning course of action.</li><li>• Quarterly updates will be provided to the City Council in Strategic Plan Updates.</li></ul>	Enhanced Infrastructure Financing District / Gas Tax / M2 Funds	<ul style="list-style-type: none"><li>• Ongoing - no significant update since August 26, 2025.</li></ul>
5.15	Public Works	Create Master Plan for EV charging infrastructure at City facilities	Long-term	<ul style="list-style-type: none"><li>• Budget funds to begin developing plan possibly in FY28.</li><li>• The plan would evaluate all City facilities for EV readiness while conducting a gap analysis which could be used to guide future projects.</li></ul>	General Fund / Grants	<ul style="list-style-type: none"><li>• Ongoing - no significant update since August 26, 2025.</li></ul>
5.16	Public Works	Develop a Facility Energy Efficiency Master Plan	Long-term	<ul style="list-style-type: none"><li>• The plan would evaluate all City facilities energy usage and ways to save energy / cost.</li><li>• Based on the findings, a course of action to improve efficiency would be developed.</li><li>• Staff will consider options to develop plan.</li></ul>	General Fund / Grants	<ul style="list-style-type: none"><li>• Ongoing - no significant update since August 26, 2025.</li></ul>



## GOAL 5: Improve Infrastructure, Mobility, and Technology

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	December 9 Update
5.17	Public Works	Connect houses on septic to city sewer system	Long-Term	<ul style="list-style-type: none"><li>Identify remaining homes currently on septic.</li><li>Engage property owners and identify funding strategies to possibly lessen homeowner costs to move onto City sewer system.</li></ul>	General Fund	<ul style="list-style-type: none"><li>Ongoing - no significant update since August 26, 2025.</li></ul>
5.18	Public Works	Complete Santiago Creek Trail Extension	Long-term	<ul style="list-style-type: none"><li>Phase 1 of project currently underway with construction completion anticipated in September 2027.</li><li>Staff continues to search for outside funding opportunities through OCTA and/or federal community project requests.</li><li>This final phase would complete the multipurpose trail.</li></ul>	California Active Transportation Program Funds / Grants / Federal earmark	<ul style="list-style-type: none"><li>The City was awarded grant funding from OCTA for the environmental and engineering phases of this project, which will allow the City to compete for other grant opportunities to fund the construction phase of the project.</li></ul>
5.19	Public Works	Retaining wall resiliency	Long-term	<ul style="list-style-type: none"><li>Catalogue homes with retaining walls vulnerable to natural disasters including earthquakes or significant rain events.</li><li>Engage property owners and identify funding strategies to possibly share costs in retrofitting and securing susceptible retaining walls.</li></ul>	General Fund	<ul style="list-style-type: none"><li>Ongoing - no significant update since August 26, 2025.</li></ul>



## GOAL 6: Ensure the Preservation of Historic Resources

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	December 9 Update
*6.1	Community Development/City Attorney	Develop Historic Preservation Ordinance	Mid-Term	<ul style="list-style-type: none"><li>• Develop a historic preservation ordinance that encourages adaptive uses, preserves architecturally and historically significant structures, and fosters civic pride.</li><li>• Complete in FY26.</li></ul>	General Fund	<ul style="list-style-type: none"><li>• Per City Council direction, an agreement with Chattel, Inc. was executed on November 12<sup>th</sup> to assist in developing a historic preservation ordinance.</li></ul>
*6.2	City Manager/Community Development/City Attorney	Become a Certified Local Government as recognized by the National Historic Preservation Act	Mid-Term	<ul style="list-style-type: none"><li>• Apply to become a Certified Local Government, helping secure funding and providing technical assistance to preserve historical assets.</li><li>• Complete in FY26.</li></ul>	General Fund	<ul style="list-style-type: none"><li>• To become a Certified Local Government, the City must adopt a historic preservation ordinance.</li><li>• Further progress will be made when the historic preservation ordinance is finalized.</li></ul>
*6.3	Community Development/Fire	Develop comprehensive inventory of historical assets Citywide	Mid-Term	<ul style="list-style-type: none"><li>• Develop parameters on what constitutes a historical structure/asset by FY27.</li><li>• Engage the community to provide input on potential historical assets by FY27.</li><li>• Develop comprehensive list of historical assets for City Council consideration.</li></ul>	General Fund	<ul style="list-style-type: none"><li>• Will be developed as the historic preservation ordinance is created.</li></ul>