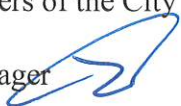


CITY OF ORANGE
City Manager's Office

Memo – Hot File

To: Honorable Mayor and Members of the City Council

From: Jarad Hildenbrand, City Manager 

Date: February 3, 2026

Re: Agenda Item 2.1

BakerTilly (BT) will be leading the strategic planning session on Thursday, February 5th at 4:00 p.m. In preparation of the strategic planning session, BT has drafted a participant briefing book that details the various discussion topics and session activities for your review.





City Council Goal Setting

City of Orange Goal Setting Workshop

Participant Briefing Book

February 5, 2026 | 4:00 p.m.

**Main Library Branch,
407 E. Chapman Avenue**



City Council Priority Setting Workshop

Background

The City of Orange (City) selected Baker Tilly to facilitate a one-day workshop with the City Council to review and discuss updates to the adopted Fiscal Year 2025-2030 Citywide Strategic Plan. The purpose of the workshop is to engage in discussions with the City Council centered around priority setting, strategic planning, and increasing the effectiveness of governance. The goal of the workshop is to have the City Council reach consensus about priorities for the coming year.

As part of the preparation for the workshop, Baker Tilly conducted individual interviews with the Mayor, each member of the City Council, and the City Manager, to gather input about accomplishments, challenges, and progress made on the goals and objectives in the FY 2025-2030 citywide strategic plan. This helped Baker Tilly understand the issues and concerns facing City leadership and provided valuable context to allow our facilitators to lead meaningful and productive conversations during the workshop.

Workshop Goals and Objectives

The goal of the workshop is to review the updates to the Fiscal Year 2025-2030 Citywide Strategic Plan and reach consensus about priorities for the coming year. There are several objectives that have been established, including:

- Gaining an understanding of the value of strategic planning
- Discussing good governance and norms of behavior
- Reviewing the City's mission, vision and values
- Obtaining consensus on priorities; and
- Strengthening teamwork

Workshop Norms

Norms will be used to guide the interactions between workshop participants and serve as ground rules for participants and facilitators. The following norms for the workshop are suggested:

- Listen with respect (**no interrupting, no talking over others**)
 - **Stay focused** and on the task
 - Disagree amicably, **assume good intent**
 - Consider new and different ideas
 - Explain your reasoning and intent
 - Use inquiry to probe and explore ideas
 - Silence cell phones - check calls during breaks
 - Be candid and honest
 - No turf, no blaming
 - Use specific examples
 - Seek agreement on the meaning of important words, concepts, and phrases
 - Value different opinions and differences of opinion
-

Preparing for the Workshop

Important outcomes of the workshop are understanding the value of strategic planning; reinforcing good governance and norms for behavior; reviewing established goals, mission, vision, and values; obtaining consensus on City priorities for Fiscal Year 2026-27; and strengthening teamwork among the City Council, City Manager and executive team.

The workshop agenda is reflected below along with information to support the workshop discussions. **To ensure success, each participant should come prepared to share thoughts and ideas** related to establishing priorities for the City.

Workshop Agenda

Workshop Agenda for Thursday, February 5, 2026
Participants please arrive by 3:45 p.m. (Workshop starts promptly at 4 p.m.)
Welcome by the Mayor
Public comment
Comments from the City Manager
Welcome from the Baker Tilly team
Discussion of what makes councils effective within strategic planning
Introduction and context for priority setting
Overview of the strategic plan framework
Review mission, vision and values
Review of established goals and proposed strategies
Establish fiscal year 2026-27 priorities
Managing priorities
Closing comments from City Councilmembers and City Manager
Wrap up and next steps

Effective Councils

Serving as a councilmember, leading organizations, and governing with colleagues can be challenging even for councilmembers who have experience leading teams with competing interests, diverse backgrounds, and budget constraints. The Institute for Local Government (ILG) is an organization that empowers local government leaders and delivers expertise to help leaders navigate complex issues, increase their capacity, and build trust in their communities. Located in Appendix A, “Attributes of Effective Councils” is one of the many resources the ILG provides to promote best practices. This document is especially relevant and valuable for this workshop and for effectively managing strategic priorities.

Strategic Plan Framework

A strategic plan is fundamental to successful work planning; it presents a clear statement of where the organization is going and how it intends to get there. The City of Orange Strategic Plan is a policy document that reflects the policy and project priorities of the organization once adopted. It informs budgeting and annual staff work plans. The graphic on the following page reflects the important parts of a strategic plan; all of which will be reviewed and reaffirmed or modified at the workshop.



Mission, Vision and Values

The City has an established mission statement, vision statement, and set of values to help guide the organization as it provides services to the public. A mission statement summarizes why an organization exists and helps the organization respond to change and make decisions. A vision statement is aspirational and expresses an organization's plan or "vision" for the future, while serving as a guide for an organization's future goals. The values state the organization's core beliefs and behaviors. The City's mission, vision, and values are shared below. Workshop participants are encouraged to read these statements and spend time reflecting on them. Time will be spent during the workshop reviewing each statement. Take some time to reflect on the current and proposed statements to provide your input during the workshop.

Statement	Current	Proposed
Mission (why we exist)	The City of Orange is committed to excellent service for our residents, businesses and visitors.	Orange embraces safety and fiscal health, while providing ethical, innovative, and responsive service to its community.
Vision (where we are going)	As an organization, the city is the leader in delivering the highest level of service to meet current and future needs of the community.	Orange is a city that celebrates its heritage, strives for high quality service, and prepares for a vibrant future.

Value (what we believe in)	Statement
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.

Notes: _____

Established Goals

The City's Fiscal Year 2025-2030 Citywide Strategic Plan is a comprehensive document that outlines six organizational goals as outlined below. Reflect on these goals, are changes needed?

Goal	Statement
1.	Maintain Strong Emergency and Safety Services
2.	Enhance Economic Development and Achieve Fiscal Sustainability
3.	Enhance Public Communication Strategy and Quality of Life
4.	Improve Employee Retention and Recruitment
5.	Improve infrastructure, Mobility, and Technology
6.	Ensure the Preservation of Historic Resources

Notes: _____

Proposed Strategies for Fiscal Year 2026-27

The proposed strategies for prioritization during the workshop have been developed and categorized under a goal as shown below. Department staff will attend the workshop to address any questions about the proposed strategies. Please review and write any notes, comments or questions and be prepared to select your top items under each goal. Additionally, some strategies may fall into multiple goal categories. Bring your thoughts about that as well in the event there is consensus to move something to where it may fit better.

Plan or Project Name		Short Description	Funding Status	Notes
Goal 1. Maintain Strong Emergency Services and Safety Services				
A.	Fire Station Maintenance, Remodels, and Improvements	Various fire stations need general maintenance (paint, flooring) and remodels and improvements (building addition, apparatus door replacement, reroofing)	Funded/Unfunded	
B.	Signal pre-emption installation	Continue to install traffic signals in front for City fire stations.	Funded	
C.	Updates to the Orange Police Department Building	Improvements to Field Services Division – Motors, Bikes, HEART, Patrol update on furniture and lighting	Funded	
D.	Police uniform project	Outfit Police Department with updated uniform look to include exterior vests and form fitting uniforms.	Funded	
E.	FLOCK	Implementation of FLOCK LPR / PTZ Technology	Funded	
F.	CAD/RMS	Central Square upgrade to CAD/RMS	Funded	
G.	Fire station relocations	Relocate Fire Stations 3, 4 and 5.	Unfunded	
H.	Ambulance operator program	Transition to ambulance operators on all department ambulances.	Unfunded	

Plan or Project Name		Short Description	Funding Status	Notes
I.	Fire annual physicals	Update the Fire Department's annual physical to align with National Fire Protection Association (NFPA) 1582 standards.	Partially funded	
J.	Fire station security	Add access control and security upgrades to all eight Fire Stations.	Unfunded	
K.	Flock drone	Obtain a drone to provide rapid aerial recon and enhance resource deployment during command level incidents.	Unfunded	
L.	Fire Standards of Coverage	Obtain consultant services to perform Standards of Coverage study	Unfunded	
M.	Crime reduction technology	Increase FLOCK LPR / PTZ camera presence, and start DFR program	Unfunded	
N.	Real time crime center	Create Real Time Crime Center utilizing LPR, PTZ, and DFR technology	Funded	
O.	Peregrine technology	Incorporate Peregrine Technology into CAD/RMS for Investigative tool	Unfunded	
P.	AXON	Obtain tasers, BWC, in car cameras and ensure funding and presence for next Gen.	Unfunded	
Q.	Frontline Apparatus	Add additional frontline fire engine to enhance response to emergencies.	Unfunded	
Plan or Project Name		Short Description	Funding Status	Notes
Goal 2. Enhance Economic Development and Achieve Fiscal Sustainability				
A.	North Service Planning Area (North SPA) Payment Strategy	Identify sustainable means to fund the regional North SPA contract. Additionally, look at how the City may use opioid settlement money to assist organizations to help those experiencing homelessness (e.g., the HUB OC).	Partially funded	
B.	Village at Orange Specific Plan	Develop a Specific Plan for the former Village at Orange Mall property to facilitate reinvestment and redevelopment as a mixed-use destination with an integrated blend of retail and residential uses.	Funded	
C.	General Fund Reserve	Achieve the targeted General Fund reserve of 18% of the operating expenditure (currently at 16.6%).	Partially funded	
D.	Internal Service Fund Reserves	Achieve the targeted reserve level for all Internal Service Funds as approved in the Financial Management Policies.	Partially funded	
E.	Reduce subsidy from general tax revenues	Review and update the City master schedule of fees for cost recovery of provided services.	Funded	
F.	Pension costs	Achieve and maintain 90% funded status for CalPERS pension liability.	Partially funded	
G.	Other post-employment benefits	Achieve and maintain 90% funded status for pension liability of post-employment benefits.	Unfunded	

Plan or Project Name		Short Description	Funding Status	Notes
H.	Receive Direction on Potential Revenue Measure	Receive clear and cohesive direction on whether a revenue measure should be placed on an upcoming ballot for voter consideration.	Unsure	
I.	Evaluate programs that have been eliminated and receive Council direction	Receive clear and cohesive direction ahead of the FY27 budget process on whether certain programs will be funded (e.g., restoring library hours).	Unsure	
J.	Work with the City Council on staffing expectations	For the upcoming budget process, provide direction on staffing expectations.	Unsure	
K.	Economic Development marketing program	Creation of a formal marketing program dedicated to business attraction. Developing such a program would provide the opportunity to establish informed economic development goals and objectives supported by a clear strategy and actionable implementation plan.	Unfunded	
L.	Award for Excellence	Apply for the Award for Excellence in Financial and Budget Reporting with the California Society of Municipal Finance Officers (CSMFO) and Government Finance Officers Association (GFOA).	Unfunded	
M.	Structural balanced budget	Fully fund all internal service programs such as general liability, workers' comp, equipment and vehicle replacement, and accrued liabilities.	Partially funded	
N.	Conduct an Organizational Assessment	Conduct an organizational assessment to evaluate staffing levels and operational efficiency. Project is in the Strategic Plan (Objective No. 2.14) and was placed on hold due to budget constraints.	Partially funded	

Plan or Project Name		Short Description	Funding Status	Notes
Goal 3. Enhance Public Communication Strategy and Quality of Life				
A.	November 2026 General Election	Conduct November 3, 2026, General Municipal Election	Funded	
B.	Rolling Filing Cabinet Replacement	Rolling filing cabinet in Clerk's Office has reached its end of life and needs to be replaced as an effort to preserve and protect Orange records.	Partially funded	
C.	Implementation of SB 707 Requirements	Implement significant modifications to the Brown Act effective July 1, 2026.	Partially funded	
D.	Complete Recodification of Orange Municipal Code	Outside firm performed legal review of the Orange Municipal Code. Several Titles need to be updated and taken to Council for adoption.	Funded	

Plan or Project Name		Short Description	Funding Status	Notes
E.	Conflict of Interest code Biennial Update	Update the City's Conflict of Interest Code as required by State law.	Unsure	
F.	Santa Ana River lease agreements	Work with the County of Orange to finalize and execute an option/lease agreement to utilize two parcels along the Santa Ana River.	Funded	
G.	Annex county islands	Receive clear direction from Council on whether the City should annex all County islands into the City. Initial analyses showed annexing all County islands will result in a net loss. Clear direction is needed on whether the City should move forward by annexing all (or any) of the County islands.	Partially funded	
H.	Charter City analysis	Evaluate the benefits of becoming a charter city, and if Council directs, develop a ballot measure for an upcoming election.	Unsure	
I.	Building & Safety consultant services RFP	Prepare and release a request for proposals for consultant services due to the higher demand in development needs.	Unfunded	
J.	Sign Ordinance update	Recommend modern updates and revisions to sign regulations within OMC Title 17.	Funded	
K.	Landscape standards ordinance	Prepare a new OMC chapter by consolidating and updating existing landscape guidelines to support modern development standards.	Funded	
L.	Yorba Dog Park improvements	Replace DG inside the dog park with hardscape and make repairs to gates, irrigation and turf (anticipated completion January 2026).	Funded	
M.	Pickleball Courts and Fitness Circuit project	Construction of 10 lighted pickleball courts, exercise equipment, and other amenities at Hart Park (currently in construction).	Funded	
N.	Skatepark project	Construction of a new skatepark and new restroom building at Grijalva Park (currently out to bid for construction).	Funded	
O.	Secure an outside operator for aquatics and day camp programs	Due to budget reductions, in-house services for summer day camps and aquatics programs cannot be provided; conduct an RFP to secure a provider for each service for Summer 2026 (currently in RFP process).	Unsure	
P.	New agreement with Chapman University and Orange Lutheran High School for use of Diamond 1	Current agreement for use of Diamond 1 baseball field at Hart Park with the two institutions expires in Feb 2027; currently working on drafting a new, exclusive use agreement; also includes construction of new netting around the field	Unsure	
Q.	Grijalva Park Masterplan update	Working with OCCOG and an outside consultant to update the Grijalva Park Masterplan.	Funded	
R.	Olive Park netting project	Install new baseball netting to replace worn and missing netting at Olive Park.	Funded	
S.	Secure a new book vendor for Library services	Current vendor that provides reading materials for libraries has gone out of business; need to secure a new one.	Funded	
T.	USA250 Initiative	At the direction of Council, and in collaboration	Unfunded	

Plan or Project Name		Short Description	Funding Status	Notes
		with the Park Planning and Community Events Commission, develop a plan/initiative to support USA250 OC; currently in progress and involves both CS and Library and a potential event on July 3, 2026.		
U.	Construction of a new park in West Orange	Construct a new park located on the west side of town on OC Flood Control property; waiting on plans from the County for their levee project (located adjacent to the City's park) in order to finalize our new park's design and construction documents; currently working on grant requirements to receive partial federal funding for the grant.	Funded	
V.	Complete Library improvement projects	In partnership with Public Works, complete a variety of Library improvement projects at the three library branches (new doors, windows, carpeting, etc.); most of the project is grant funded and funded through 573 funding.	Funded	
W.	Finalize agreement with Kiwanis for summer concert series	Due to budget restrictions, all City led special events had been cancelled unless an outside group proposed to take over the event. The Kiwanis Club has requested to lead the summer Concerts in the Park series for the next few years at Hart Park (currently working with the organization on an agreement).	Funded	
X.	Draft a Councilmember Policy Handbook	Handbook will be reference guide for existing members while helping facilitate the onboarding process.	Unsure	
Y.	LA 2028 Olympics Torch Relays	Apply for and secure Orange as a site for the 2028 Olympics Torch Relay.	N/A	
Z.	Community outreach initiative	Expand outreach and resources to underrepresented communities by increasing access to City services and building trust through neighborhood-based engagement efforts, bringing City Hall directly into the community.	Partially funded	
AA.	Update Parks and Recreation Masterplan	Project was approved as part of the FY 2026 Capital Improvement Program (CIP).	Funded	
BB.	El Modena Basin Area Improvements Design	Approved project includes the design of improvements (i.e., walking path, lighting, ADA access) to the El Modena Basin.	Partially funded	
CC.	Revise Sports Field Allocation policy	Update the Sports Field Allocation policy to reflect current practices as it was last updated eight years ago.	Funded	

Plan or Project Name		Short Description	Funding Status	Notes
DD.	Revisit Fee Waiver policy	Since 2010, the City has an administrative policy for waiving fees for the use of City facilities for meetings, etc. The policy has inconsistently been followed and needs to be revisited for updates and implemented in collaboration with other departments.	Funded	
EE.	Plaza holiday decorations RFP	Initiate an RFP for holiday decorations at Plaza Park.	Unsure	
FF.	El Modena netting project	Start the construction of the El Modena netting project; scope of work is contingent upon a potential grant through the MLB.	Unfunded	
GG.	Create exhibit space at El Modena Library	Once exhibit for USA250 OC is complete, begin creating an exhibit space at El Modena Library.	Unsure	
HH.	Improve, enhance and beautify major street corridors	Evaluate and identify opportunities to beautify and add landscaping throughout the City.	Partially funded	
II.	Improve current pavement program	Maintain citywide pavement condition index of 75 +/-.	Partially funded	
JJ.	OC Riverwalk project	Pursue funding and development of OC Riverwalk along City's Western boundary at Katella Avenue.	Unfunded	

Plan or Project Name		Short Description	Funding Status	Notes
Goal 4. Improve Employee Retention and Recruitment				
A.	Adopt the eSkills platform	Adopt the eSkills platform for administering exams and increase efficiency of the City's recruitment process.	Funded	
B.	Expand internship program	Enhance and grow the current internship program to attract emerging talent, provide meaningful learning experiences, and build a strong pipeline for future workforce needs.	Funded	
C.	Labor negotiations	Start labor negotiations with all represented groups in Spring 2026.	Funded	
D.	Performance management and accountability	Strengthen organizational performance by providing clear expectations, consistent feedback, and performance-based recognition.	Partially funded	
E.	Reduce time to hire	Implementing strategies and processes to streamline recruitment, shorten hiring cycles, and quickly secure top talent for organizational needs.	Funded	
F.	Supervisor's academy	Host an 8 to 12 week academy focusing on the development of current management employees so they may step into key City leadership roles in the future.	Partially funded	

Plan or Project Name		Short Description	Funding Status	Notes
G.	Succession planning	Work with all City Departments to identify and develop internal talent to ensure leadership continuity, strengthen organizational capacity, and prepare employees for key future roles.	Unsure	
H.	Classification and compensation survey	Conducting comprehensive market survey to ensure job classifications and compensation structures are competitive, equitable, and aligned with organizational needs.	Unfunded	
I.	Expand professional development and training	Equip employees with the knowledge, skills, and leadership capabilities needed to excel in their roles, support career growth, and advance the City's strategic objectives	Partially funded	
J.	Employee handbook and policy modernization	Conduct a comprehensive review and update of all HR policies and the employee handbook. Ensure policies reflect current labor laws, collective bargaining agreements, and best practices. Improve clarity, accessibility, and employee understanding through training and communication.	Partially funded	
K.	Recruit and retain qualified employees	The department needs to maintain a reliable workforce of employees to provide both technical and trade specific services.	Partially funded	

Plan or Project Name		Short Description	Funding Status	Notes
Goal 5. Improve Infrastructure, Mobility, and Technology				
A.	Records Management Program (Laserfiche)	Implement Laserfiche trusted system (WORM). Return 200 boxes of records from offsite storage facility. Complete destruction of records per approved retention schedule. Digital document records will be automatically archived to the correct directory, supporting consistent recordkeeping and efficient, accurate retrieval.	Partially funded	
B.	Energy Efficiency Upgrades	Implement an investment grade audit (IGA) via a performance contract with Willdan. After an IGA is completed, bidding and construction contracts will be executed. The intent of this item is to lower utility costs and utilize a portion of those savings to service the debt incurred to construct the project.	Funded	
C.	Civic portal	The Civic Portal serves as a comprehensive, one-stop resource for permitting, planning, and code-related services. Its objective is to provide customers with a single City account through which they can efficiently manage projects, inspections, and code violations online, minimizing the need for repeated in-person visits.	Funded	
D.	Maintstar	Implement a centralized, one-stop platform for staff to manage all permitting, planning, and code-related projects. Each project will include built-in workflows, organized file storage tabs, and assigned tasks to enhance accountability and	Funded	

Plan or Project Name		Short Description	Funding Status	Notes
		collaboration.		
E.	GIS	A “More Info” page is available for each property selected within the GIS map. This page consolidates all relevant property information, including related permits, planning projects, code violations, Laserfiche documents, property owner information, zoning, and other key details.	Funded	
F.	Benchmark Reporting	Develop custom benchmark reports to evaluate and understand workload demands, support informed decision-making to enhance performance and efficiency across operations.	Funded	
G.	Custom applications	Create and maintain custom applications to support departmental operations. Developed applications include a counter queueing system, planning project tracking, and task management.	Funded	
H.	Transition to online library card system	Transition from paper to online library card system.	Unsure	
I.	Transition of Main Library study rooms to self-service	In collaboration with IT and Public Works, transition the study rooms at the Main Library to self-service (currently in progress).	Funded	
J.	ERP implementation	Start phases two and three of the ERP implementations for Human Resources, payroll and utility billing.	Funded	
K.	Old Towne-West Orange Shuttle Feasibility study	Identifies routes for local transit service connecting Old Town to/from activity centers (report completed).	Funded	
L.	Develop and implement Old Towne parking management program	Create, implement, and manage a paid parking program in the Old Towne Plaza commercial core.	Funded	
M.	Corp Yard renovation	Implement full master plan for renovation and reorganization of the City Corp Yard.	Partially funded	
N.	Develop an active transportation plan	Plan will provide a roadmap for improving bicycle and pedestrian safety/mobility, including identifying candidate corridors to be converted into “Complete Streets.”	Funded	
O.	Complete Santiago Trail extension	Complete construction of the Santiago multipurpose trail.	Funded	
P.	Continue City well PFAS retrofit	Continue retrofit of all City well facilities to include PFAS treatment.	Funded	
Q.	Serrano Park lodgepole fencing	Complete installation of lodgepole fencing at Serrano Park (work to begin January 2026).	Funded	
R.	Public computer, laptop and copier	Replace 75+ public computers and laptops and several copiers at the three Library locations.	Funded	

Plan or Project Name		Short Description	Funding Status	Notes
	replacement			
S.	Onboarding / training for new Board, Commission and Committee Members and Chairs	Create an onboarding process for new board, commission and committee members and chairs	Unsure	
U.	Explore the use of AI	Explore AI solutions currently being utilized by other cities to automate and streamline permitting and planning project screening and review activities.	Unsure	
V.	Laserfiche search enhancement	Refine and improve the existing metadata for scanned documents for ease in research.	Unsure	
W.	Maintstar technology enhancements	Ongoing refinement of daily system use, with continuous improvements to enhance functionality for both internal and external users	Funded	
X.	General Plan update	The City's General Plan was last comprehensively updated in 2010 with a planning horizon of 2030. An update is necessary to incorporate a refined community vision and respond to changes in land use, circulation, infrastructure, public safety, and open space, while updating goals, policies, and implementation measures. (Funding provided from General Plan surcharge on building permits.)	Partially funded	
Y.	Housing Element update	The City's Housing Element is valid through 2029 under the California Department of Housing and Community Development schedule. Accordingly, the Community Development Department must begin planning for the preparation process. (Funding provided from General Plan surcharge on building permits.)	Partially funded	
Z.	Phase 3 – Furniture	Update furniture and lighting for Support Services Division – Personnel/Training, Dispatch, Crime Prevention	Funded	
AA.	Updated facility condition assessment	A complete facility condition assessment of all the City's buildings and facilities to identify urgent maintenance needs and future CIP projects.	Unfunded	
BB.	Deploy a micro transit service in and around Old Towne	A micro transit program to transport people around Old Towne, including from free parking areas to main Plaza.	Unfunded	
CC.	Storm drain master plan update	Storm drain master plan will provide information on needed improvements to address flooding issues and/or existing deficiencies	Partially funded	

Plan or Project Name		Short Description	Funding Status	Notes
DD.	Sewer master plan update to coordinate with next general plan update	Sewer master plan will identify sewer system deficiencies while also providing analytics on expected useful life, sewer replacement, and costs.	Partially funded	
EE.	Connect houses on septic to City sewer system	Identify remaining homes on septic systems and engage property owners and identify funding strategies to lessen homeowner costs to move on to City sewer system.	Unfunded	
Plan or Project Name		Short Description	Funding Status	Notes
Goal 6. Ensure the Preservation of Historic Resources				
A.	Develop a Cohesive Strategy for City-Owned Property in Old Towne Orange	Work through the Surplus Land Act and contract with an outside firm to develop complementary uses for City-owned property in Old Towne Orange. This analysis should also look at the financial benefits and downsides of selling vs. leasing property.	Funded	
B.	Historic Preservation Ordinance	The City has retained Chattel, Inc. to prepare a Historic Preservation Ordinance.	Funded	
C.	History Center reorganization	Currently working on relocating historical items from the Library basement to the History Center (items need to be kept in a temperature-controlled environment).	Funded	
D.	Update digital photography collection	Add the Library's digital staff photograph collection into the Local History online collection for public access (currently in process).	Funded	
E.	Create a disaster preparedness plan for the Library's History Center	Create a disaster preparedness plan to protect and preserve historical archives (currently in progress).	Funded	
F.	Develop citywide inventory of historic properties	Conduct and complete an updated comprehensive, citywide inventory of historic properties.	Unsure	
G.	Pursue Certified Local Government Status	Upon completion of the Historic Preservation Ordinance, pursue Certified Local Government (CLG) status through the California Office of Historic Preservation.	Unfunded	
H.	Update five local history policies	Update local history policies for approval by the Library Board of Trustees.	Funded	

Plan or Project Name		Short Description	Funding Status	Notes
I.	Commercial and industrial design standards	The City recently adopted an ordinance that limits design review to historic properties and removes non-historic major development projects from review by the Design Review Committee. With the elimination of formal design review for these projects, updated Commercial and Industrial Design Standards are necessary to clearly articulate the City's expectations for site and building design quality and to provide Planning staff with the tools needed to conduct effective administrative design review. (Advance Planning has consulting services funding available.)	Partially funded	

Other

Use the space below to make any additional notes, observations, or recommendations to bring to the workshop:

Appendix A

Institute of Local Government Article

Attributes of Exceptional Councils

Leading public organizations and governing with colleagues on a council is a challenging art of community service. The Institute recognizes that many aspects of leadership and governance are not intuitive. This piece is intended to provide councilmembers and city managers insight into the attributes of exceptional councils as well as provide practical tips to help them become exceptional.

1. Exceptional councils develop a sense of team – a partnership with the city manager to govern and manage the city

The mayor, councilmembers and city manager see themselves and work as a team as they undertake a series of tasks to further their common purpose. The individual team members work in a coordinated and collaborative manner with a high degree of respect, trust and openness. The team values diversity in style and perspective. The team thinks and acts strategically as it examines issues/situations and decides on a course of action serving their city's mission and goals.

KEY CHARACTERISTICS

- Successfully transition from candidate to a member of the council.
- Become a champion of the city. Make decisions based on the needs and interests of the community at-large / the greater good.
- Develop, communicate and support policy goals and council decisions.
- Demonstrate a willingness to work collaboratively (as a team) and have a citywide perspective.

BEST PRACTICE TIPS

Build capacity to create a more effective team. The governance team (mayor, councilmembers and city manager) should get to know each other; how each person approaches issues, decision making style and so on. This can be accomplished at annual meetings or workshops through-out the year. In the event that councilmembers disagree, clear ground rules (norms of behavior and practice) can help quell acrimony before it becomes a problem. It's important to remember that trust is built around understanding and respect, not necessarily agreement.

2. Exceptional councils have clear roles and responsibilities that are understood and adhered.

Exceptional councils understand their role is to serve as policy maker - to represent the values, beliefs and priorities of their community while serving in the community's best interest. They carry out a variety of responsibilities including: developing and adopting a vision for the city; focusing and aligning plans, policies, agreements and budgets in furtherance of this vision; and holding themselves and the city manager accountable for results.

Exceptional councils understand that the city manager is responsible for the day-to-day operations of the city. The city manager is responsible for undertaking and accomplishing the policy objectives of the council. Exceptional councils recognize the subject matter expertise of staff and utilize their knowledge and experience to guide and inform decision making.

KEY CHARACTERISTICS

- Understand the role of local government and their responsibilities.
- Know their role- to set vision and policy, avoid micromanagement.
- Councilmembers should strive to be informed about the issues facing the city and be prepared to ask questions of staff and each other.

BEST PRACTICE TIPS

Create a shared understanding of the city manager's role and the council's expectations to optimize the working relationships. This shared understanding is informed by local charter and ordinance provisions that provide the overall framework for the relationship. The council should make time to have conversations during retreats and or study sessions to define and/or reveal and refine their role and responsibilities. Since role clarity between the city council and city management is critical to mutual success, having clear protocols helps avoid misunderstandings.

3. Exceptional councils honor the relationship with staff and each other

Exceptional councils understand that a good working relationship with staff is vital for the city to be run successfully. Exceptional councils treat each other and staff with dignity and respect. They act with civility and a high level of professional decorum. Councilmembers build trust by not playing the “gotcha game” and strive to have a no secrets, no surprises approach as an operating norm. Finally, they respect the diversity of styles and perspectives among their colleagues and staff and are open to new ideas.

KEY CHARACTERISTICS

- Councilmembers have the ability to respectfully disagree (to disagree without being disagreeable). They are able to leave it at the dais; debates are about policy, not personality.
- Exceptional councilmembers reflect positive decorum/model of leadership by providing respectful tone with colleagues.
- Establish a set of behaviors ahead of time, potentially documented in a code of conduct, to help promote civility and respect.

BEST PRACTICE TIPS

Set council priorities and strategic goals at an annual meeting; these goals and priorities are a tool to guide the city manager and staff on where to focus their efforts. This annual meeting provides time for the council to reflect on community priorities as well as offer an opportunity to discuss their decorum and their relationship among each other and the relationship between the city manager/staff and the council.

4. Exceptional councils routinely conduct effective meetings

Open and public meetings are central to democratic decision-making. Exceptional councils master the art of effective meetings. They develop and adhere to meeting protocols and processes. They spend time planning and organizing the agenda with the aim of having a more focused meeting. They allocate the council's time and energy appropriately (focused on the council's role and responsibilities) and meeting short- and long-term priorities. They honor the public's participation and engagement and they generally start on time and are held during reasonable hours.

Exceptional councils use public meetings not only for their intended purpose, information sharing and decision-making,

KEY CHARACTERISTICS

- Councilmembers are respectful of each other, the public and everyone's time.
- Councilmembers use engaging body language as a way to demonstrate respect.
- Issues are not personalized, thoughtful dialogue is the objective.
- Agenda packets are read, councilmembers come prepared and have an open mind
- Respect is demonstrated for varied opinions.
- Everyone strives to be civil and act with decorum.

but they also use the meeting to demonstrate respect and civility for each other, staff and the public. Exceptional councilmembers prepare in advance of the meeting, remain focused on the city goals and objectives and mindful of their role and responsibilities.

BEST PRACTICE TIPS

Develop and adopt (with regular reviews and updates), guidelines for conducting meetings and making decisions. These governance protocols typically address meeting procedures (agenda preparation, how to put issues on the agenda, debate and voting procedures (parliamentary rules) and standards of decorum (civility)). As part of a regular self-assessment, councils should evaluate their meetings and their effectiveness and adjust behavior and practices for better results.

5. Exceptional councils hold themselves and the city accountable

Exceptional councils operate openly, ethically and work to engage the community in a myriad of decisions impacting the prosperity and well-being of their community. Toward that end, exceptional councils consistently provide short- and long-term strategic direction and goals, as well as provide budget, program and policy oversight.

Exceptional councils hold themselves accountable for the conduct, behavior and effectiveness of the council. They establish clear priorities and goals and hold the city manager accountable for results. And finally, they embrace accountability as a process and tool to calibrate ongoing efforts to address and meet policy and program objectives.

KEY CHARACTERISTICS

- Councilmembers operate ethically and with integrity.
- Councils conduct team building / goal setting exercise to track progress towards mutually agreed upon goals
- Councils taking responsibility for the results (good and bad).
- Councils celebrate success.
- Councilmembers hold themselves responsible for adhering to operating protocols and codes of conduct.

BEST PRACTICE TIPS

Annually evaluate council and city manager performance toward achieving the city's priorities and goals (consider having this be part of an annual goal setting meeting). Council should consider assessing its own behavior and effectiveness as part of its annual self-assessment.

6. Exceptional councils have members who practice continuous personal learning and development

Governance is not intuitive. In addition, the policy and economic environment impacting cities are ever changing. Exceptional councils continually provide the opportunity to build their knowledge and skills, to enhance their understanding of key issues, increase their awareness of best practices and sharpen their leadership and governance skills.

KEY CHARACTERISTICS

- Stay informed on key issues
- Gain key insights and knowledge on all aspects of governing, from budgets to plans and everything in between.
- Learning to listen is sometimes more important than learning to give a speech.

BEST PRACTICE TIPS

Seek out national, state and local professional growth and educational opportunities. These opportunities can focus on the nuts and bolts of governing to helping you gain valuable information and/or insights on key policy issues facing your city. In addition, city run orientations for newly elected officials provide a good way to acclimate new members to the council's norms and protocols as well as the budget and key policy issues.