City of Orange

Fiscal Years 2025-2030

Citywide Strategic Plan - May 27, 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

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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. *May 27 Update* - A brief description of any significant updates since February 25, 2025.

GOAL 1: Maintain Strong Emergency and Safety Services

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	May 27 Update
*1.1	Police	Implementation of contractual parking enforcement services to manage parking violations and increase revenue	Short-term	• City Council approved third-party vendor contract on May 28, 2024. • Program and revenue updates will be provided during the quarterly Strategic Plan Updates.	General Fund	• Between February 25th up until May 16th, 7,524 parking citations were issued. • SP+ is fully staffed with four checkers and one supervisor.
*1.2	Police	Increase technology to reduce crime	Short-term	• Utilize new Flock Safety contract to establish License Plate Reader (LPR) and live streaming PTZ camera technology to assist in reducing crime. • Acquire and utilize new technology to advance crime fighting abilities and move toward building and staffing a Real Time Crime Center (RTCC). • Seek additional funding through federal earmark requests or grants for additional equipment and systems.	Initial cost City Infrastructure Bond / Ongoing cost through Asset Seizure Funds and Federal Earmark and/or grant requests	• Ongoing - no significant update since February 25, 2025.
*1.3	Police	Replace mobile data computers in patrol fleet to maintain contemporary technology	Short-term	• Continue to assess longevity of computers and update system compatibility. • Updates on the number of mobile data computers replaced will be provided in Strategic Plan quarterly updates.	Asset Seizure Funds	• Ongoing - no significant update since February 25, 2025.

GOAL 1: Maintain Strong Emergency and Safety Services

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	May 27 Update
*1.4	Police	Engage public and private organizations to participate in Flock Safety security program	Short-term	• 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. • Progress updates will be provided quarterly in Strategic Plan Updates.	Private funding	• Ongoing - no significant update since February 25, 2025.
*1.5	Fire/ Emergency Management	Develop plans, policies, and procedures consistent with national standards	Short-term	• Evaluate emergency management planning software to ensure consistency with state and federal guidelines and regulations. • Annually update Emergency Operations Plan (EOP), Continuity of Operations Plan (COOP), and Continuity of Government (COG) Plan.	Grants	• Ongoing - no significant update since February 25, 2025.
1.6	Police/ Community Services	Assist those Experiencing Homelessness	Short-term	• Continuous management and resource engagement with the local homeless population. • Address criminal law violations and quality of life issues impacting the community. • 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. • Executed license agreement with HUB Resource Center (HRC) and will assist HRC to sustain operations beyond 2026.	General Fund / Grant Opportunities	• Ongoing - no significant update since February 25, 2025.
1.7	Fire/ Emergency Management	Enhance Emergency Preparedness Education & Awareness	Short-term	• Develop and implement ongoing public awareness campaigns to educate residents about emergency preparedness. • Regularly assess the effectiveness of programs through surveys and community feedback.	General Fund	• Ongoing - no significant update since February 25, 2025.

GOAL 1: Maintain Strong Emergency and Safety Services

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	May 27 Update
1.8	Fire/Emergency Management	Improve Emergency Response Infrastructure	Short-term	• Annually test emergency notifications for residents and businesses (i.e. AlertOC). • Test the Operational Area Radio to the County monthly. • Regularly assess infrastructure improvements and address any gaps. • Provide Strategic Plan quarterly updates to the City Council.	General Fund/ Grants	• Ongoing - no significant update since February 25, 2025.
*1.9	Police	Police facility improvements to the Field and Support Services Division to improve workflow	Mid-term	• Contract projects to include furniture replacement, upgraded lighting, paint, carpeting, and shower facilities.	Bonds, COPS Fund, and Police Facility Fund	• Ongoing - no significant update since February 25, 2025.
*1.10	Fire/ Emergency Management	Strengthen Interagency Coordination and response.	Mid-term	• Completed facility shelter assessment at El Modena High School as a large capacity shelter. Updated MOU to be executed. • Establish Grijalva Sports Center as the designated city-owned facility for care and shelter. • Update MOU/MOAs with Point of Distribution/ Dispensing (POD) sites. • Evaluate interagency coordination bi-annually through joint exercises and drills.	General Fund	• Ongoing - no significant update since February 25, 2025.

GOAL 1: Maintain Strong Emergency and Safety Services

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	May 27 Update
*1.11	Police	Expand the employee wellness program	Long-term	• Continue to utilize our existing wellness grant to fund testing, critical incident debriefs, overall officer health, and psychological services. • Identify other grant opportunities to enhance employee wellness opportunities.	General Fund / Grants	• Ongoing - no significant update since February 25, 2025.
*1.12	Fire/ Emergency Management	Update the Local Hazard Mitigation Plan (LHMP) to enhance emergency management planning capabilities	Long-term	• Received Hazard Mitigation Grant Program (HMGP) grant totaling $159,990. • The Local Hazard Mitigation Plan will be updated by no later than April 2027. • Apply to the HMGP following the completion of the LHMP update to secure more funding for projects.	Grants	• Staff is currently finalizing the Local Hazard Mitigation Plan, and will bring the final plan to the City Council for approval once finalized.

GOAL 2: Enhance Economic Development and Achieve Fiscal Sustainability

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	May 27 Update
*2.1	Community Development	Implement permitting software and online platform to improve the customer experience	Short-term	• Employ beta testing, utilizing software in a live environment to uncover deficiencies before general software release. • Anticipated to go live with software in FY25.	Building Records and Planning Documents	• Completed. • The permitting software and online platform went live on Tuesday, February 18th.
*2.2	Community Development/ City Attorney	Improve Design Review Process.	Short-term	• Draft guidelines of projects requiring DRC approval, staff approval, or are exempt from Design Review.	General Fund	• Ongoing - no significant update since February 25, 2025.
*2.3	Economic Development	Implement and develop a Shop Local Program	Short-term	• Worked with the Orange Chamber of Commerce to launch the Shop Local Program, Experience Orange. • Strategic Plan Quarterly updates will be provided to the City Council.	General Fund	• Ongoing - no significant update since February 25, 2025.
*2.4	Economic Development	Diversify tax revenue	Short-term	• Staff is having initial discussions with hotels and soliciting proposals from consultants to form a Tourism Improvement district, promoting Orange as a visitor destination. • Capitalize on adjacent projects (e.g., OC Vibe) to attract complementary developments that would generate additional sales tax or transient occupancy tax revenues. • 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.	Redevelopment Bond Funds	• Ongoing - no significant update since February 25, 2025.

GOAL 2: Enhance Economic Development and Achieve Fiscal Sustainability

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	May 27 Update
*2.5	Economic Development/ Public Works	Form an Enhanced Infrastructure Financing District (EIFD)	Short-term	• Staff is working to begin the formation process which will take approximately 12 months. • Revenue will fund infrastructure improvements that support economic development in strategic areas of the City.	Redevelopment Bond Funds	• Ongoing - no significant update since February 25, 2025.
*2.6	Finance	Reduce subsidy from general tax revenues	Short-term	• Conduct an updated fee study and evaluate the current indirect cost allocation. • Identify subsidies that could be recovered. • Complete by FY25 and provide information to City Council in quarterly Strategic Plan updates.	General Fund	• Finance staff reviewed the draft cost allocation and fee study prepared by Matrix with the departments. Feedback and questions were collected. Finance staff are working with Matrix to finalize the report to be presented to City Council at a future meeting.
*2.7	Library Services	Develop and strengthen collaborative partnerships to provide and enhance high quality programs, resources, and spaces for the public.	Short-term	• Presented the 2024 OPL Comic Convention in September 2024. • Plan, coordinate, and present 2025 Summer Reading Club by June 2025. • Plan, coordinate, and present FY25 Adult Literacy Program by June 2025.	General Fund / Seeking Financial Support from Community Partners and Grants.	• Completed OPL Comic Convention. • Completed recruitment of SRC teen volunteers and marketing. Confirmed Lunch at the Library partnerships with OUSD/OC Discovery Cube and hired program interns. • Attended State Library orientation for new Literacy coordinators, launched Career Online High School, and submitted FY26 grant application.
2.8	Finance/ City Attorney	Assess Procurement Policies	Short-term	• Review existing Citywide procurement policies and related municipal codes. • Gather neighboring agency procurement policies to identify trends and other practices while also considering best practices prescribed by the Government Finance Officers Association. • Adopt new procurement polices and municipal codes in FY25.	General Fund	• Due to limited resources and competing deadlines, staff has not started this objective. Staff planned to start this objective summer of 2025.

GOAL 2: Enhance Economic Development and Achieve Fiscal Sustainability

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	May 27 Update
*2.9	Finance	Create a fiscal sustainability plan	Mid-term	• Develop and implement a fiscal policy that promotes fiscal responsibility, sustainability, and best practices. • Create a framework and guidelines to assist staff during budget development and ongoing fiscal monitoring.	General Fund	• Staff has presented and gathered feedback from the City Council and Audit Advisory Committee of the FMPs. • The next step is to finalize the FMPs for the City Council adoption in June. • Grant Thornton Advisors continues to make progress in developing a final report that will assist the City with its long-term financial sustainability.
*2.10	Finance	Achieve and maintain 90% funding status for pension and OPEB	Mid-term	• Monitor and update the Pension Guidelines regularly. • Identify a mechanism to begin funding for OPEB. • Identify opportunities to pay down new unfunded liability. • Quarterly Strategic Plan updates will be provided.	Various Funds	• Due to limited resources and fiscal constraint, staff recommends this object be deferred to at least FY 2027.
*2.11	Finance	Upgrade the current financial system	Mid-term	• Begin implementation of a new financial system to improve efficiency, transparency, and accountability. • Rebuild the chart of accounts and business processes. • Enhance internal control and reduce human errors. • Review opportunities to consolidate financial systems.	Various Funds	• Staff is in the final phase of testing and refinement of the financial system. • Citywide training is scheduled in June and Phase 1, financial system is on schedule to go live in July. • Phase 2, Payroll and Human Resources, kick-off held in April.
2.12	Community Development/ City Attorney	Update Zoning Ordinance for process clarity and improve efficiency for new businesses.	Mid-term	• Compile list of ordinances that need to be reviewed and updated. • Begin introducing new ordinances after FY25.	General Fund	• Ongoing - no significant update since February 25, 2025.

GOAL 2: Enhance Economic Development and Achieve Fiscal Sustainability

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	May 27 Update
2.13	Community Development	Expand upon permitting software.	Mid-term	• Add sign-in portal and monitors on walls after permitting software has been implemented. • Explore the potential and costs for a greeter.	General Fund / IT Fund	• Sign-in portal and monitor are now available at the public counter. • While not physically on the wall, this has been made available to improve customer experience and the City's efficiency.
2.14	City Manager/ Finance	Conduct citywide organizational audit	Mid-Term	• 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.	General Fund	• Request for Proposals released. • Staff is currently reviewing proposals that have been received. • Staff will bring a recommendation to the City Council.
2.15	Community Services	Park naming/ sponsorship program	Long-Term	• Evaluate potential of offering a park naming/sponsorship program as a source of revenue for future park projects.	Funding not identified	• Worked with the Park Planning and Community Events Commission to establish two separate draft policies to address Park Naming for New City Parks and Park Asset Naming and Donations for Park Improvements. • Presented to the City Council in May.

GOAL 3: Enhance Public Communication Strategy and Quality of Life

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	May 27 Update
*3.1	City Manager	Develop additional methods of communication and increase subscribers to City's communication forums	Short-term	• Continuously and actively promote online subscription opportunities currently available to Orange residents and increase the number of subscribers. • Incorporate other vehicles of messaging, including newsletters, pamphlets, Reddit, etc. • Increase the City's presence on social media including the number of videos, interactive posts, etc. on social media.	General Fund and collaboration with community partners.	• Ongoing - no significant update since February 25, 2025.
*3.2	City Manager	Create unified messaging across departments	Short-term	• Meet regularly with other departments to collaborate on unified messaging. • Create citywide communications schedule to promote collaborative and uniform messaging in FY25.	General Fund	• Ongoing - no significant update since February 25, 2025.
*3.3	City Manager/ Police Department/ Fire Department/ Emergency Management	Update Crisis Communication Plan and Create Citywide Communication Plan	Short-term	• Review best practices and contemporary plans utilized by other agencies. • Update and/or develop the City's crisis communication plan and Citywide communication plan by end of FY25.	General Fund	• Ongoing - no significant update since February 25, 2025.

GOAL 3: Enhance Public Communication Strategy and Quality of Life

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	May 27 Update
3.4	Library Services	Procure, protect, and celebrate Orange's history and archives.	Short-term	• Create a Disaster Preparedness Plan for the Library's History Center to protect and preserve archives by May 2025. • Add the Library's digital staff photograph collection into the Local History online collection for public access by December 2025.	General Fund / Seeking financial support from community partners and grants.	• Completed initial draft of Disaster Preparedness Plan. Installed shelving and relocated archives to improve preservation in preparation. • Coordinated with online database vendor to schedule staff training to facilitate batch loading files.
*3.5	Community Services	Complete new park on the West Side	Mid-Term	• Complete conceptual design in 2024. • Construction budgeted in FY25. • Coordinate with Orange County Flood Control to align park project with County levee project in 2025.	Redevelopment Agency Funds/Park Acquisition/ Federal Earmark	• Design consultant, MIG, is working on 30% CD submittal, which includes landscape design development. Consultant will continue to finalize park design plans after County's final levee raise project plans are approved and anticipated to be received by the City in summer 2025. • MIG working on the NEPA environmental review documentation which is needed to access the $850,000 in federal grant funding. MIG plans on submitting an Exemption Submittal to HUD in May 2025. HUD's initial review will take approximately 30 – 45 days.
*3.6	Community Services	Complete pickleball courts and fitness equipment project at Hart Park	Mid-term	• Finalize requirements with HUD to receive funding. • Award bid for construction by end of 2025.	Park Acquisition Fund and Federal Earmark	• HUD application approved and funds are available to draw down. • Award for construction of the Pickleball Courts and Fitness Equipment project is scheduled to go to City Council for approval in June 2025. • Upon approval, staff anticipates construction would then begin in July/August, with project completion in Winter 2026.
3.7	Community Services	Continue to offer high quality and efficient, city led recreation programs	Mid-term	• Evaluate current costs associated with summer, sports and drop-in programs, and facility and park rentals. • In progress as part of FY25	General Fund	• Working with Matrix Consulting on program fee study and proposed increases. • Offering modified aquatics program for summer 2025 • Working with local non-profit to offer comparable summer camp at no cost to the City.

GOAL 3: Enhance Public Communication Strategy and Quality of Life

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	May 27 Update
3.8	Community Services	Complete new Skate Park at Grijalva Park.	Mid-Term	• Finalize design plans. • Construction expected to begin in 2025.	Capital Project Funds	• The City has received final design plans and specifications from consultant. Plans are now going through the City's internal review process. • Once final plan approval is received, the project will be put out to bid for construction. Staff anticipates presenting a construction contract to Council for approval in Fall 2025.
3.9	City Manager	City website refresh	Mid-term	• Work with existing vendor or identify new website provider to refresh and improve the City's website.	General Fund	• Ongoing - no significant update since February 25, 2025.
3.10	City Manager/ Community Development	Annex County Islands	Long-Term	• Work with Orange County LAFCO and County of Orange to determine City costs (and any County contributions) of annexing the City's County islands. • Detail costs and submit to City Council for discussion and direction.	General Fund	• County provided staff the estimated annual revenue the City would receive if the City annexed all County islands. • Staff is working with City departments to determine estimated costs to service County islands.
3.11	City Manager/ Community Services	Former Villa Park Landfill Improvments	Long-Term	• Work with the County of Orange to identify feasible improvements to the former Villa Park Landfill with potential park uses as first priority.	General Fund	• Ongoing - no significant update since February 25, 2025.
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	• Schedule meetings with neighboring agencies to begin discussions on potential acquisition.	Funding not identified	• Ongoing - no significant update since February 25, 2025.

GOAL 4: Improve Employee Retention and Recruitment

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	May 27 Update
*4.1	Human Resources	Develop and implement a comprehensive plan to market the City of Orange as an employer of choice	Short-term	• Draft a comprehensive marketing plan by working with the City's communications team. • Provide quarterly strategic plan updates to the City Council.	Various Funds	• Ongoing - no significant update since February 25, 2025.
*4.2	Human Resources	Create an inclusive work environment and build a diverse workforce	Short-term	• Conduct community/educational outreach within all districts of City in FY25. • Place advertisements within local newspapers and utilize Channel 3 as additional outreach. • Recognize and celebrate employee performance.	General Fund	• Ongoing - no significant update since February 25, 2025.
4.3	Human Resources	Reduce the City's time-to-hire employees	Short-term	• Condensed two background meetings to one. • Offer onsite Livescan at hiring events. • Review and update the City's hiring process to match best practices and industry standards by end of FY25.	General Fund	• Ongoing - no significant update since February 25, 2025.
4.4	Human Resources	Develop Citywide Internship Program	Short-term	• Work with faculty at Chapman University and other local Public Administration Graduate Programs to update the existing internship program. • Work with participating universities to draw students to the City of Orange to build professional experience, and potentially future employment.	Various Funds	• Staff met with representatives of Santiago Canyon College on May 20, 2025, to begin the planning phase of a Fall 2025 Intern Opportunity. • Staff attended the Chapman University and Santa Ana College Career Fairs and spoke with over 100 students.

GOAL 4: Improve Employee Retention and Recruitment

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	May 27 Update
4.5	Human Resources/ City Manager	Implement Succession Planning Strategies	Short-term	• Revive the Orange Leadership Academy to develop current management employees so they may step into key City leadership roles in the future. • Create methodologies to recognize and develop existing talent so they are prepared to serve in City leadership positions.	Various Funds	• Ongoing - no significant update since February 25, 2025.
*4.6	Human Resources	Support change management processes, embrace technology improvements, and digitalization.	Mid-term	• Convert to a completely electronic Personnel Action Form (PAF) system. • Update employee evaluation process. • Transition Open Enrollment to new software program. • Track required employee training through new software. • Anticipated to be incorporated by FY26.	General Fund	• Ongoing - no significant update since February 25, 2025.
*4.7	Human Resources	Conduct a full classification and compensation study	Long-term	• Request competitive proposals for a consultant to conduct a full classification and compensation study. • 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.	General Fund	• Ongoing - no significant update since February 25, 2025.

GOAL 5: Improve Infrastructure, Mobility, and Technology

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	May 27 Update
*5.1	Public Works	Update Facility Condition Assessment	Short-term	• Complete the Assessment to identify facility maintenance needs by end of FY25. • Study would provide analytics on expected useful life, facility replacement, and costs.	Various Funds	• Ongoing - no significant update since February 25, 2025.
*5.2	Public Works/ Economic Development	Complete Old Towne-West Orange Shuttle Feasibility Study	Short-term	• Final report completed in Fall 2024. • Identifies routes for local transit service connecting Old Towne to/from activity centers. • Will request implementation funding through OCTA.	M2 Funding	• Ongoing - no significant update since February 25, 2025.
*5.3	Public Works/ Economic Development	Deploy a micro transit service in and around Old Towne	Short-term	• City Council approved an MOU with ATN to provide $100,000 in funding to launch service. • Identify options to fund 18-month trial.	Redevelopment Bond Funds/Grants	• Staff is evaluating current MOU while pursuing various methods of funding for the 18-month trial period.
*5.4	Public Works/ Economic Development	Develop and implement Old Towne parking management program	Short-term	• Staff is finalizing an Old Towne parking management program which will include evaluating scenarios for paid parking. • Revenue from future program will support additional parking and other improvements including way finding signage to support businesses and economic development.	Parking Fees	• City Council passed the paid parking ordinance on February 25, 2025. • Staff will be releasing a Request for Proposals to begin program implementation.

GOAL 5: Improve Infrastructure, Mobility, and Technology

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	May 27 Update
*5.5	Public Works	Implement full master plan for renovation and reorganization of City Corp Yard	Short-term	• Multiple construction phases are expected over the next few years. • The first phase of construction began in Fall 2024.	Bond/General Fund/Sanitation/ Gas Tax	• Ongoing - no significant update since February 25, 2025.
*5.6	Public Works	Develop an Active Transportation Plan	Short-term	• 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.”	Federal Funding/ TSIP / Grants	• Ongoing - no significant update since February 25, 2025.
*5.7	Public Works	Update Storm Drain Master Plan	Mid-term	• Identify third party consultant to develop master plan. • Master plan will provide information on needed improvements to address flooding issues and/or existing deficiencies.	FEMA/Sanitation Fund/General Fund	• Ongoing - no significant update since February 25, 2025.
*5.8	Public Works/ Community Development	Update Sewer Master Plan to coordinate with next General Plan update	Mid-Term	• 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.	Sanitation Fund	• Ongoing - no significant update since February 25, 2025.

GOAL 5: Improve Infrastructure, Mobility, and Technology

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	May 27 Update
*5.9	Community Services	Identify costs and funding associated with maintaining new amenities	Mid-term	• Identify costs and funding sources to maintain new skate park, pickleball courts, new park in West Orange, Antepassado Park, and restroom building at El Modena Library/Basin.	Funding not yet identified	• El Modena restroom maintenance funds have been identified within the current operating budget. • Antepasado Park will be maintained by PWD. • Identification of costs (including long term maintenance, utilities, custodial, landscape, and potential personnel, etc.) and funding sources for remaining new amenities are currently being considered and will be built into a future budget cycle.
*5.10	Community Services	Update Parks and Recreation Master Plan	Mid-term	• Funding request to be included in proposed FY26 CIP. • Master Plan completed by 2027.	Park Acquisition Fund	• Proposal for Fiscal Year 2026 Capital Improvement Plan project has been prepared and was presented to the City Council at the April CIP Study Session.
*5.11	Community Services	Update Master Plan for Grijalva Park	Mid-Term	• Included in the FY25 CIP. • Set fundraising and operation goals/timelines for outside organizations (Library Foundation, GOCAT, and Senior Center) for proposed new facilities. • Complete plan by 2025.	Park Acquisition Fund	• Seeking to utilize the EPA Brownfield Assessment Coalition Grant to finalize the masterplan scope of work in collaboration with the Orange County Council of Governments.
*5.12	Information Technology	Develop Citywide Information Technology Strategic Plan	Mid-term	• 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.	General Fund	• Currently on hold; staff included IT as a part of the Citywide Operational and Organizational Assessment (See objective 2.14).

GOAL 5: Improve Infrastructure, Mobility, and Technology

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	May 27 Update
5.13	Public Works/ Community Services	Work Assessment Management System	Mid-term	• Work with consultant to track costs and labor associated with parks maintenance and plan for maintenance needs possibly by FY26.	Various Funds	• Ongoing - no significant update since February 25, 2025.
5.14	Public Works/ Economic Development	Identify opportunities to add landscape medians on arterial streets	Mid-term	• Evaluate and identify opportunities to beautify and add landscaping throughout the City. • Currently is conceptual and still planning course of action. • Quarterly updates will be provided to the City Council in Strategic Plan Updates.	Enhanced Infrastructure Financing District / Gas Tax / M2 Funds	• Ongoing - no significant update since February 25, 2025.
5.15	Public Works	Create Master Plan for EV charging infrastructure at City facilities	Long-term	• Budget funds to begin developing plan possibly in FY28. • The plan would evaluate all City facilities for EV readiness while conducting a gap analysis which could be used to guide future projects.	General Fund / Grants	• Ongoing - no significant update since February 25, 2025.
5.16	Public Works	Develop a Facility Energy Efficiency Master Plan	Long-term	• The plan would evaluate all City facilities energy usage and ways to save energy / cost. • Based on the findings, a course of action to improve efficiency would be developed. • Staff will consider options to develop plan.	General Fund / Grants	• Ongoing - no significant update since February 25, 2025.

GOAL 5: Improve Infrastructure, Mobility, and Technology

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	May 27 Update
5.17	Public Works	Connect houses on septic to city sewer system	Long-Term	• Identify remaining homes currently on septic. • Engage property owners and identify funding strategies to possibly lessen homeowner costs to move onto City sewer system.	General Fund	• Ongoing - no significant update since February 25, 2025.
5.18	Public Works	Complete Santiago Creek Trail Extension	Long-term	• Phase 1 of project currently underway with construction completion anticipated in September 2027. • Staff continues to search for outside funding opportunities through OCTA and/or federal community project requests. • This final phase would complete the multipurpose trail.	California Active Transportation Program Funds / Grants / Federal earmark	• Ongoing - no significant update since February 25, 2025.
5.19	Public Works	Retaining wall resiliency	Long-term	• Catalogue homes with retaining walls vulnerable to natural disasters including earthquakes or significant rain events. • Engage property owners and identify funding strategies to possibly share costs in retrofitting and securing susceptible retaining walls.	General Fund	• Ongoing - no significant update since February 25, 2025.

GOAL 6: Ensure the Preservation of Historic Resources

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	May 27 Update
*6.1	Community Development/City Attorney	Develop Historic Preservation Ordinance	Mid-Term	• Develop a historic preservation ordinance that encourages adaptive uses, preserves architecturally and historically significant structures, and fosters civic pride. • Complete in FY26.	General Fund	• Orange Legacy Alliance (OLA) has executed a memorandum of understanding with the City. • OLA's recommendation may help inform the forthcoming ordinance.
*6.2	City Manager/ Community Development/City Attorney	Become a Certified Local Government as recognized by the National Historic Preservation Act	Mid-Term	• Apply to become a Certified Local Government, helping secure funding and providing technical assistance to preserve historical assets. • Complete in FY26.	General Fund	• To become a Certified Local Government, the City must adopt a historic preservation ordinance. • Further progress will be made when the historic preservation ordinance is finalized.
*6.3	Community Development/ Fire	Develop comprehensive inventory of historical assets Citywide	Mid-Term	• Develop parameters on what constitutes a historical structure/asset by FY27. • Engage the community to provide input on potential historical assets by FY27. • Develop comprehensive list of historical assets for City Council consideration.	General Fund	• Orange Legacy Alliance's recommendations and research on the City's Mill's Act program may help inform parameters to be adopted as a part of this inventory development.