



City of Anaheim
OFFICE OF THE CITY MANAGER

January 5, 2016

To: All City Employees

From: Paul Emery, City Manager

CC: Kristine Ridge, Assistant City Manager
Greg Garcia, Deputy City Manager

RE: UPDATE TO CITYWIDE WORKPLAN - ANAHEIM FORWARD

On July 1, 2014, the citywide work plan, "*Anaheim Forward*," was unveiled to set direction for the future of Anaheim and ensure that we are meeting the needs of our community. In FY 15/16, the work plan will continue to guide our collective efforts under our established four goals:

1. Attractive, Engaged Neighborhoods
2. A Safe and Secure City
3. A Thriving Economic Climate
4. Responsive, Efficient and Well-Managed City Government

With the new fiscal year, it was necessary to update our previously established initiatives as many of them were successfully completed while others were changed because of shifting priorities or new areas of focus within city departments. This renewed citywide work plan maintains a focus on the emerging issues surrounding the City. It will also continue to serve as an excellent tool to track our progress, check our status and celebrate our successes at making the four strategic goals a reality.

Attached is an updated copy of "*Anaheim Forward*" for the current fiscal year. In closing, I would like to take the opportunity to thank each of you for your long standing commitment to making Anaheim the great community that it is today.

Citywide Workplan Strategic Goals

Goal 1: Attractive, Engaged Neighborhoods

Vision Statement: *Residents take pride in the neighborhoods they call home and have created a sense of community and engagement. Throughout Anaheim, residents, community groups and neighborhoods feel vested in helping maintain a higher quality of life through active participation.*

Success Measures

- ◆ *Quality of Neighborhoods*
- ◆ *Open Space/Recreational Opportunities*
- ◆ *Affordable, Safe and Healthy Housing*
- ◆ *Transit, Pedestrian, and Bicycle facilities*
- ◆ *Well Maintained Streets and Sidewalks*
- ◆ *Engaged and Thriving Youth*

Strategic Initiatives	Lead Departments
<i>Continue efforts and introduce further proactive measures to address the transient population.</i>	CMO/CS/POLICE
<i>Begin Phase II of the Quality Rental Housing Program and consider enhancements as the program evolves.</i>	PL
<i>Develop program recommendations to reduce negative impact to surrounding neighborhoods from nearby motels.</i>	PL
<i>Implement the Avon/Dakota revitalization agreement.</i>	CD
<i>Develop and implement practices to enhance quality of life, safety and security in City parks.</i>	CMO/CS/PD
<i>During the moratorium period, develop and present for City Council consideration of a code amendment to address priority issues associated with the current Short Term Rental ordinance. Actively engage interested parties in the process.</i>	PL/CAO
<i>Enhance neighborhood infrastructure restoration program and ensure new residential streets have future complete street features.</i>	PW
<i>Address neighborhood parking congestion in existing neighborhoods.</i>	PW

Goal 1: Attractive, Engaged Neighborhoods

<i>Pursue the preparation of a comprehensive study of existing parking standards to ensure they are reasonable to the development community yet adequate to ensure that neighborhoods are not impacted by spillover parking.</i>	PL/PW
<i>Continue utility undergrounding of major thoroughfares throughout Anaheim.</i>	UT
<i>Enhance the urban forest.</i>	PW
<i>Continue to implement the community risk reduction plan for single and multi-family residences and the wildland urban interface area.</i>	FIRE
<i>Complete a maintenance needs assessment for existing parks, sports fields and community facilities, and develop an implementation plan to execute critical needs.</i>	PW/CS
<i>Increase residents' technology access and use through library products and services.</i>	CS/FINANCE
<i>Increase trail access and maintenance throughout the City.</i>	CS
<i>Promote and increase transit services and opportunities.</i>	PW
<i>Finalize environmental documents and funding plan for ARC.</i>	PW
<i>Implement traffic signal coordination on all major corridors.</i>	PW
<i>Explore expanded shuttle services for commuters, residents and visitors.</i>	PW/CD
<i>Continue implementation of graffiti abatement initiatives on utility boxes using artificial ivy and anti-graffiti coatings on street light poles.</i>	UT
<i>Enhance Citywide pavement rehabilitation and improve sidewalk connectivity.</i>	PW
<i>Complete construction of current grade separation projects and develop funding opportunities for additional grade separation projects.</i>	PW
<i>Provide traffic calming, as needed.</i>	PW
<i>Expand bikeways, bike lanes, bikeway features, bikeway connectivity, and multi-use trails throughout the City as outlined in the Anaheim Outdoors Connectivity Plan.</i>	PW/CS

Goal 1: Attractive, Engaged Neighborhoods

<i>Expand and leverage impact of a career technical education through implementation of a public safety career pipeline.</i>	POLICE
<i>Continue programming efforts, as needed, for special projects including P21, Million Acts of Kindness, and other community mentoring programs.</i>	CMO
<i>Implement the Youth Needs Assessment response plan in the areas identified as Enhanced Communications; Program Capacity and Facility Expansion; and, Teen Programs.</i>	CS

Goal 2: A Safe and Secure City

Vision Statement: *Residents and visitors feel safe and secure as they freely move through the City and, when needed, encounter world class responsive public safety services.*

Success Measures

- ◆ *Positive perception of Public Safety services*
- ◆ *Decreased Crime Rate*
- ◆ *Increased Crime Clearance Rate*
- ◆ *Reduced Response Times*
- ◆ *Higher Cardiac Arrest Resuscitation Rate*
- ◆ *Reduction of Fire/Life Loss*

Strategic Initiatives	Lead Departments
<i>Expand and enhance Police and Fire's community outreach efforts.</i>	POLICE/FIRE
<i>Increase number of sworn police officers serving the City.</i>	CMO/HR
<i>Implement multi-year staffing plan for AF&R.</i>	FIRE
<i>Expand and enhance the ability of our Community Policing Teams to make meaningful and long-term crime prevention progress in our neighborhoods and key business areas.</i>	POLICE
<i>Continue to focus on Gang crime reduction through enforcement, investigation, intervention, education and diversion.</i>	POLICE
<i>Expand and enhance public safety awareness through education on traffic concerns, head trauma prevention and wildfire prevention.</i>	POLICE/FIRE
<i>Continue to develop and implement innovative programs to meet changes in healthcare.</i>	FIRE
<i>Replace old software program with new/updated RMS System.</i>	FIRE

Goal 2: A Safe and Secure City

<i>Respond to request for street light maintenance and expand street light installations, working with Neighborhood Councils, addressing community needs, and ensuring sufficient lighting.</i>	UT/CS
<i>Ensure sufficient fire hydrant flow to assist with firefighting.</i>	UT
<i>Install emergency preemption on all traffic signals.</i>	PW/FIRE
<i>Ensure adequate public safety vehicle condition and availability.</i>	PW
<i>Complete Fire Station and Police Main Station facility condition assessments; develop recommendations and budget for recommended improvements.</i>	PW
<i>Implement the AF&R Capital Fire Station Plan.</i>	FIRE

Goal 3: A Thriving Economic Climate

Vision Statement: *The City of Anaheim fosters a dynamic business friendly environment where a variety of businesses and industries can thrive creating both exciting experiences and employment opportunities for all.*

Success Measures

- ◆ *Employment Growth*
- ◆ *Increase in Business Licenses*
- ◆ *Percent Growth in Tax Base*
- ◆ *Improved Poverty Indicators*

Strategic Initiatives	Lead Departments
<i>Implement economic development plan as presented in Summer 2015.</i>	CMO/CD
<i>Implement CtrCity brand and expand marketing.</i>	CD
<i>Complete the planned expansion of the Anaheim Convention Center.</i>	CSE/PW
<i>Negotiate and complete Angels Baseball lease agreement.</i>	CMO/CSE/CAO
<i>Continue to market the City's development opportunities and incentive programs to possible partners/developers.</i>	PL
<i>Attract a naming rights sponsor for the ARTIC facility.</i>	CSE
<i>Open ARTIC restaurant facilities.</i>	CSE

Goal 3: A Thriving Economic Climate

<i>Complete preparation of the Beach Boulevard Specific Plan while ensuring a comprehensive community engagement process. Draft Specific Plan to be completed in Fall 2016 with Planning Commission and City Council consideration to be scheduled immediately thereafter.</i>	PL/CD/CS/PW
<i>Subject to final approval by the City Council, begin implementation of the Anaheim Canyon Specific Plan and EIR.</i>	PL/PW/CD
<i>Encourage expansion and location to Anaheim through low utility rates, streamlined rules, and design assistance.</i>	UT
<i>Maximize the use of Job Training funds to help ensure employable workforce.</i>	CD
<i>Upon approval from State of California, re-engage efforts to complete development plans on successor owned parcels.</i>	CD

Goal 4: Responsive, Efficient and Well-Managed City Government

Vision Statement: *City employees exceed our customers’ expectations in the delivery of municipal services. The City services are reliable and align with best practices, fostering employee effectiveness, engagement and productivity.*

Success Measures

- ◆ *Improved Customer Satisfaction Ratings*
- ◆ *Resources Aligned with City Priorities*
- ◆ *Promotion of Sustainable Practices*
- ◆ *Increased Flexibility and Responsiveness*
- ◆ *Actively Engaged and Healthy Workforce*

Strategic Initiatives	Lead Departments
<i>Establish an external communications protocol plan and develop an annual communication strategy to better articulate the City’s media presence in a consistent fashion.</i>	CMO
<i>Communicate and reconfirm employee values integrating the qualities of kindness, customer-centric, business friendly, productivity, trustworthiness and responsiveness.</i>	HR
<i>Update the Information Technology Plan to include evaluation and expansion of City services to the cloud; improved web content management; greater use of mobile devices; and, furtherance of a robust disaster recovery plan.</i>	FINANCE
<i>Expand transparency initiatives, across departments, such as opengov.com.</i>	CC/FINANCE

Goal 4: Responsive, Efficient and Well-Managed City Government

<i>Transition to drought-tolerant landscaping and sustainability with focus on medians.</i>	PW
<i>Develop strategic plan for Public Works infrastructure to coordinate and align resources and actions.</i>	PW
<i>Implement all voter approved changes to City charter and election system.</i>	CAO/CC
<i>Streamline human resources practices to ensure attraction, development and retention of quality employees in line with market realities.</i>	HR
<i>Enhance sustainability programs including free shade trees, renewable power investments, and energy conservation rebates.</i>	UT
<i>Promote water conservation and drought awareness through conservation initiatives, rebates, and customer outreach.</i>	UT
<i>Enhance customer service initiatives that improve utility customer convenience, bill pay options, and financial relief options.</i>	UT
<i>Continue to address and resolve physical accessibility to City facilities.</i>	PW
<i>Enhance security and safety of physical buildings and public spaces.</i>	PW
<i>Maintain Agency Accreditation Status</i>	FIRE
<i>Improve/Update ISO grading and return/maintain the City as a Class 1 agency.</i>	FIRE