



City of Anaheim  
**OFFICE OF THE CITY MANAGER**

November 18, 2016

**To:** All City Employees

**From:** Paul Emery, City Manager

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

**RE: FY 16/17 UPDATE TO CITYWIDE WORKPLAN**

---

The citywide work plan, "*Anaheim Forward*," will continue to give us direction through FY 16/17 under our four widely recognized initiatives: *Attractive, Engaged Neighborhoods; A Safe and Secure City; A Thriving Economic Climate; and A Responsive, Efficient and Well-Managed City Government*. In preparation for this new fiscal year, departments joined together and provided updates to the existing work plan, ensuring that we continue to meet the changing needs of the community.

Attached is a copy of the revamped "*Anaheim Forward*" for FY 16/17, which identifies the emerging issues surrounding our City. The work plan will also help us keep an eye on our growth as we push toward fulfilling our planned targets for the year.

Looking ahead, the City Manager's Office anticipates a complete work plan rewrite for FY 17/18 and looks forward to having future discussions with all city departments. In closing, I want thank you for your lasting commitment to those we serve and keeping Anaheim in the forefront of all Orange County cities.



## FY 16/17 Citywide Work Plan 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
- ◆ Affordable, Safe and Healthy Housing
- ◆ Well Maintained Streets and Sidewalks
- ◆ Open Space/Recreational Opportunities
- ◆ Transit, Pedestrian, and Bicycle facilities
- ◆ 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 III of the Quality Rental Housing Program and consider enhancements as the program evolves.</i>	PL
<i>Develop and implement “motel strategies” program to ensure a clean and safe living environment for persons staying within the City’s motels and to ensure that motels operate in a responsible manner that does not negatively impact surrounding neighborhoods.</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/POLICE
<i>Implement ordinances imposing new regulations on Short Term Rentals and amortizing existing Short Term Rentals.</i>	PL/CAO
<i>Develop and present for City Council consideration an ordinance regulating home sharing and actively engage interested parties in the process.</i>	PL/CAO

<b>Goal 1: Attractive, Engaged Neighborhoods</b>	
<i>Enhance neighborhood infrastructure restoration program and ensure new residential streets have future complete street features.</i>	PW
<i>Address spillover parking in existing neighborhoods.</i>	PW
<i>Continue on-going efforts to analyze and, as necessary, amend 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>Enhance utility undergrounding to include expanded criteria to deliver more undergrounding 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>Support and promote innovation and be adaptable to trends that impact how residents use technology; provide a platform for residents to access city services online, stay informed on city events, and access transparency data.</i>	FINANCE
<i>Increase trail access throughout the City.</i>	CS
<i>Promote and increase transit services and opportunities.</i>	PW
<i>Negotiate an amendment to the cooperative agreement with OCTA to conclude planning efforts for ARC and collaborate with OCTA staff to incorporate an east-west transit connection between ARTIC and The Anaheim Resort into the Central Harbor Corridor Transit Study.</i>	PW
<i>Implement traffic signal coordination on all major corridors.</i>	PW
<i>Expand CTCity branded ATN buses to service Platinum Triangle.</i>	PW/CD

<b>Goal 1: Attractive, Engaged Neighborhoods</b>	
<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>Address neighborhood traffic concerns through traffic calming.</i>	PW
<i>Expand bicycle facilities and multi-use trails throughout the City as outlined in the Anaheim Outdoors Connectivity Plan and the Bicycle Master Plan.</i>	PW/CS
<i>Obtain relinquishment of Beach Boulevard from Caltrans.</i>	PW
<i>Expand and leverage impact of a career technical education through implementation of a public safety career pipeline.</i>	POLICE
<i>Continue programming efforts for special projects including mentoring partnerships with local school districts, advancing “City of Kindness” initiatives and expanding community events such as the Anaheim Health Fair and other service based 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
<i>Provide local high school student mentoring, internship, and utility career planning opportunities.</i>	UT
<i>Increase residents’ literacy opportunities.</i>	CS
<i>Build and enhance school district partnerships to support a more educated and informed public.</i>	CS
<i>Enhance multi-cultural programming opportunities for residents.</i>	CS
<i>Improve and modernize city public use facilities.</i>	CS
<i>Continue creating new parks and adding new recreational amenities to existing parks.</i>	CS

<b>Goal 2: A Safe and Secure City</b>	
<p><b>Vision Statement:</b> <i>Residents and visitors feel safe and secure as they freely move through the City and, when needed, encounter world class responsive public safety services.</i></p> <p style="text-align: center;"><b>Success Measures</b></p> <ul style="list-style-type: none"> <li>◆ <i>Positive perception of Public Safety services</i></li> <li>◆ <i>Increased Crime Clearance Rate</i></li> <li>◆ <i>Higher Cardiac Arrest Resuscitation Rate</i></li> <li>◆ <i>Decreased Crime Rate</i></li> <li>◆ <i>Reduced Response Times</i></li> <li>◆ <i>Reduction of Fire/Life Loss</i></li> </ul>	
<b>Strategic Initiatives</b>	<b>Lead Departments</b>
<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&amp;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>Complete replacement of old software program with new/updated RMS System.</i>	FIRE
<i>Implement Strategic Fire Vehicle Replacement Schedule.</i>	FIRE
<i>Respond to requests for street light maintenance and expand street light installations, working with Neighborhood Services, addressing community needs, and ensuring sufficient lighting.</i>	UT/CS
<i>Ensure sufficient fire hydrant flow to assist with firefighting.</i>	UT

<b>Goal 2: A Safe and Secure City</b>	
<i>Continue installation of emergency preemption on traffic signals.</i>	PW/FIRE
<i>Ensure adequate public safety vehicle condition and availability.</i>	PW
<i>Implement the AF&amp;R Capital Fire Station Plan.</i>	FIRE
<i>Implement replacement strategy for fire station alert system and personnel equipment.</i>	FIRE
<i>Leverage current resources to provide services and support for departments' technology needs, ensure continuous operations, and identify solutions to promote efficiencies in resource sharing and delivery of services.</i>	FINANCE
<b>Goal 3: A Thriving Economic Climate</b>	
<p><b>Vision Statement:</b> <i>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.</i></p> <p><b>Success Measures</b></p> <ul style="list-style-type: none"> <li style="width: 45%;">◆ <i>Employment Growth</i></li> <li style="width: 45%;">◆ <i>Increase in Business Licenses</i></li> <li style="width: 45%;">◆ <i>Percent Growth in Tax Base</i></li> <li style="width: 45%;">◆ <i>Improved Poverty Indicators</i></li> </ul>	
<b>Strategic Initiatives</b>	<b>Lead Departments</b>
<i>Implement economic development plan.</i>	CMO/CD
<i>Expand CTRCity brand and develop social media.</i>	CD
<i>Complete the planned expansion of the Anaheim Convention Center.</i>	CSE/PW
<i>Continue to negotiate and complete the 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

<b>Goal 3: A Thriving Economic Climate</b>	
<i>Attract a naming rights sponsor for the ARTIC facility.</i>	CSE
<i>Complete preparation of the Beach Boulevard Specific Plan while ensuring a comprehensive community engagement process.</i>	PL/CD/CS/PW
<i>Continue marketing and implementing the Anaheim Canyon Specific Plan.</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>Implement disposition of Agency assets consistent with the State approved Long Range Property Management Plan.</i>	CD
<b>Goal 4: Responsive, Efficient and Well-Managed City Government</b>	
<p><b>Vision Statement:</b> <i>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.</i></p> <p><b>Success Measures</b></p> <ul style="list-style-type: none"> <li style="width: 50%;">◆ <i>Improved Customer Satisfaction Ratings</i></li> <li style="width: 50%;">◆ <i>Increased Flexibility and Responsiveness</i></li> <li style="width: 50%;">◆ <i>Resources Aligned with City Priorities</i></li> <li style="width: 50%;">◆ <i>Actively Engaged and Healthy Workforce</i></li> <li style="width: 50%;">◆ <i>Promotion of Sustainable Practices</i></li> </ul>	
<b>Strategic Initiatives</b>	<b>Lead Departments</b>
<i>Continue to improve the City’s representation in the media and to residents; inform and educate residents on key City programs and initiatives; continue to improve the quality of communications, including video, graphics, Anaheim.net and other means.</i>	CMO
<i>Communicate and reconfirm employee values integrating the qualities of kindness, customer-centric, business friendly, productivity, trustworthiness and responsiveness.</i>	HR

<b>Goal 4: Responsive, Efficient and Well-Managed City Government</b>	
<i>Transition to drought-tolerant landscaping and sustainability with focus on medians.</i>	PW
<i>Implement strategic plan for Public Works infrastructure to coordinate and align resources and actions.</i>	PW
<i>Continue to implement voter approved changes to City charter and election system.</i>	CAO/CC
<i>Continue voter education and community engagement through the Anaheim Votes initiative leading up to the November 8, 2016 general election, while maintaining transparency and online access to election-related information.</i>	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>Maintain high service reliability for the Electric and Water Utility as measured by national industry or comparable peer benchmarks.</i>	UT
<i>Continue to improve 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>Maintain AF&amp;R ISO Class 1 agency rating.</i>	FIRE
<i>Develop a Public Works Technology Plan that will guide the efficient deployment of resources in coordination with IT/Finance.</i>	PW