



Special Meeting Agenda May 10, 2022

Placentia City Council
Placentia City Council Acting as Successor Agency to the
Placentia Redevelopment Agency

SPECIAL PROCEDURES NOTICE

On March 4, 2020, pursuant to California Government Code Section 8625, Governor Newsom declared a State of Emergency as a result of the threat of the COVID-19 virus.

On September 17, 2021, Governor Newsom signed AB 361, which went into immediate effect as urgency legislation. AB 361 added subsection (e) to Section 54953 to authorize legislative bodies to conduct remote meetings provided the legislative body makes specified findings. As of September 19, 2021 the COVID-19 pandemic has killed more than 67,612 Californians. Social distancing measures decrease the chance of the spread of COVID-19.

Given the health risks associated with COVID-19, please be advised that while the City Council Chambers are open to the public, some or all of the Placentia City Council Members may attend this meeting via teleconference. Those locations are not listed on the agenda and are not accessible to the public.

How to Observe the Meeting

To maximize public safety while maintaining transparency and public access, in addition to being open to the public, all City Council meetings are available to view live on AT&T U-verse (Channel 99), Spectrum (Channel 3), and online at www.placentia.org/pctv.

How to Submit Public Comment

Members of the public may provide public comment in person or comments may be sent for City Council consideration by email to the City Clerk at cityclerk@placentia.org. Please limit submitted comments to 200 words or less. Comments received before or during a Council meeting, until the close of the **Oral Communications** portion of the agenda, may not be read during the City Council meeting but will be summarized in the public record and are subject to the regular time limitations per speaker. Longer submittals will be included in the public record. If you are unable to provide your comments in writing, please contact the City Clerk's Office for assistance at (714) 993-8231.

Americans with Disabilities Act Accommodation

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Clerk's Office at cityclerk@placentia.org or by calling (714) 993-8231. Notification 48 hours prior to the meeting will generally enable City Staff to make reasonable arrangements to ensure accessibility while maintaining public safety. (28 CFR 35.102.35.104 ADA Title II)

Until further notice the City will implement the guidelines of the California Department of Public Health regarding social distancing.

The City of Placentia thanks you in advance for taking all precautions to prevent the spread of the COVID-19 virus.



City of Placentia
401 E. Chapman Avenue
Placentia, CA 92870

**NOTICE OF
SPECIAL MEETING OF THE
CITY COUNCIL OF THE CITY OF PLACENTIA**

NOTICE IS HEREBY GIVEN that a Special Meeting of the City Council of the City of Placentia is hereby called to be held in the Council Chambers of Placentia City Hall, 401 E. Chapman Avenue, Placentia, CA 92870, on **Tuesday, May 10, 2022** at 5:00 p.m.

SAID SPECIAL MEETING AGENDA SHALL BE AS FOLLOWS:

CALL TO ORDER:

ROLL CALL: Councilmember Green
Councilmember Smith
Councilmember Yamaguchi
Mayor Pro Tem Wanke
Mayor Shader

INVOCATION: Chaplain Sterling Bennett

PLEDGE OF ALLEGIANCE: Police Chief Michael Butts

CITY ADMINISTRATOR REPORT:

ORAL COMMUNICATIONS:

At this time, the public may address the City Council and Boards of Directors concerning any agenda item, which is not a public hearing item, or on matters within the jurisdiction of the City Council and Boards of Directors. There is a five (5) minute time limit for each individual addressing the City Council and Boards of Directors.

CITY COUNCIL/BOARD MEMBER COMMENTS:

REGULAR AGENDA:

STUDY SESSION: Goals and Objectives for Five-Year Strategic Plan

CITY COUNCIL/BOARD MEMBERS REQUESTS:

Council/Board Members may make requests or ask questions of Staff. If a Council/Board Member would like to have formal action taken on a requested matter, it will be placed on a future Council or Board Agenda.

ADJOURNMENT:

The City Council will adjourn to its Regular Meeting on Tuesday, May 17, 2022, at 5:30 p.m.

CERTIFICATION OF POSTING

I, Nancy M. Albitre, Interim Deputy City Clerk for the City of Placentia, hereby certify that the agenda for the May 9, 2022 Special Meeting of the City Council was posted on May 9, 2022.

Nancy M. Albitre, Interim Deputy City Clerk



Placentia City Council

AGENDA REPORT

TO: CITY COUNCIL

FROM: CITY ADMINISTRATOR

DATE: MAY 10, 2022

SUBJECT: **STUDY SESSION: GOALS AND OBJECTIVES FOR FIVE-YEAR STRATEGIC PLAN**

FISCAL
IMPACT: None

SUMMARY:

Kelly Associates Management Group (KAMG) was retained by the City to facilitate a City Council retreat and workshop for the purpose of establishing a 5-Year Strategic Plan. A series of meetings were held with the City Council, City Administrator and Department Directors. Bill Kelly, the President/CEO of KAMG met with these groups to obtain their input on the Strengths, Weaknesses, Opportunities, and Threats (SWOT) for the City of Placentia within the next five-year period. Based upon input obtained from a City Council Strategic Planning Workshop held on April 14, 2022, eight (8) goals were outlined for the City's Five-Year Strategic Plan (see Attachment "A"). This action will request City Council's review of the goals and objectives and consider the adoption of the 5-Year Strategic Plan.

RECOMMENDATION:

It is recommended that the City Council take the following actions:

1. Provide direction on the goals and objectives to the Strategic Plan as outlined on Attachment "A"; and
2. Adopt the 2022-2027 City of Placentia Strategic Plan as amended.

DISCUSSION:

Kelly Associates Management Group (KAMG) was retained by the City to establish a 5-Year Strategic Plan. A series of meetings were held with the City Council, City Administrator and Department Directors. Bill Kelly, the President/CEO of KAMG met with these groups to obtain their input on the Strengths, Weaknesses, Opportunities, and Threats (SWOT) for the City of Placentia within the next five-year period.

On March 10, 2022, Mr. Kelly facilitated a retreat and Strategic Planning Workshop during a Special City Council Meeting to discuss the SWOT analysis and establish goals and objectives. The Strategic Planning Workshop covered the following items:

1. Communication Exercises
2. Review of Mission Statement, Vision Statement and Core Values
3. Discussion of the Concord Principles
4. Overview of SWOT results
5. Prioritization of Goals
6. Next Steps

During the Strategic Planning workshop, Mr. Kelly discussed the first handout in the agenda packet, "Steps in the Strategic Planning Process." The steps were mission, vision, goals, strategies, actions, and monitor. He explained that this meeting was to gain a global overview of goals and at a subsequent meeting, Staff would convert the City Council's goals into objectives that are measurable.

Mr. Kelly conducted two (2) communication exercises to assist the City Council and Staff in better understating each other. These exercises included an identification of the participants' birth order and their characteristics as well as facilitating a modified Myers-Briggs assessment of all in attendance. The purpose of these exercises was to understand how each person thinks and processes information and to provide a guide on how to effectively communicate with one another based upon their results.

Mr. Kelly introduced the Concord Principles established by the City Council of Concord, California, and he discussed the foundations of effective governance in high performing City Councils. He noted that the Concord Principles are being embraced by many cities in California. He provided the example of the City of Buena Park whom reformatted their mission and core value statements to incorporate many of the Concord Principles.

Mr. Kelly proceeded to a discussion of the City's Mission Statement which was approved by City Council in February 2009. He stated that a mission statement must be easily quoted or paraphrased. Mr. Kelly advised that the Mission Statement should be prominently displayed in City Hall and that all Staff should be aware of it. Mayor Shader expressed her support of the current Mission Statement and there was City Council consensus to retain the Mission Statement as is.

Mr. Kelly moved on to a review of the City's Vision Statement. Some City Council Members expressed that the current Vision Statement was established in 2009 in response to controversial events affecting the City at that time and that there should be an updated version. Mr. Kelly suggested returning to the discussion at a later time and perhaps the City Council could be provided samples of the vision statements of other cities for consideration.

Mr. Kelly moved to a discussion of core values and presented a summation of the City's Policy 352, Code of Core Values and Ethics adopted in 2010. He asked if City Council found these core values and ethical standards by definition and application adequate or if they should be modified. Mr. Kelly stated that the Code of Core Values and Ethics must be signed by every elected official and all Staff. Subsequent discussion ensued and there was City Council consensus to separate core values and ethics and to establish a document that maintains much of the important content

contained within the existing document while creating an additional document that is more concise, particularly on the core values.

Mr. Kelly began a review of Strengths, Weaknesses, Opportunities, and Threats (SWOT) compiled from discussions with the City Council and members of Staff. He referred to charts displayed on the walls which reflected the identified strengths, weaknesses, opportunities and threats. During this exercise each Council Member received ten (10) red stickers and were instructed to place one sticker on each item contained within the opportunities and weaknesses charts wherein they believe an item should be worked upon as a goal area or theme. After the Council Members concluded placing their red stickers, Mr. Kelly gave them each five (5) green stickers to indicate their secondary selections of goal areas.

Mr. Kelly subsequently described the process the Staff and City Council will employ to identify objectives and set and track goals. He stated that he will work with the City Administrator and Department Heads to further refine and develop definitive and measurable short-term, mid-term, and long-term objectives that fall under the goal areas/themes. Based upon the input obtained from this Strategic Planning Workshop and a meeting with Department Directors on April 14, 2022, eight (8) goals were outlined for the City's Five-Year Strategic Plan (see Attachment "A"). The proposed goals are as follows:

- Goal 1: Ensure Long-Term Fiscal Stability;
- Goal 2: Ensure that Public Safety Continues to be a High Priority;
- Goal 3: Community and Economic Development;
- Goal 4: Community Engagement;
- Goal 5: Public Infrastructure;
- Goal 6: City Beautification;
- Goal 7: Employee Development;
- Goal 8: City Governance.

For each goal, there are objectives outlined as well as a timeframe for completing the objectives. The objectives were separated into three timeframes for completion:

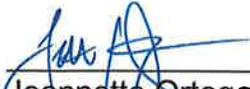
- 1 Year or Less
- 1 to 3 Years
- 3 or More Years

Tonight's Special City Council Meeting requests that the City Council review the goals and objectives listed on the Five-Year Strategic Plan. Once a decision has been made on the objectives, Staff recommends adopting the 2022-2027 City of Placentia Five-Year Strategic Plan as amended (if necessary).

FISCAL IMPACT:

There is no direct fiscal impact to the adoption of the Five-Year Strategic Plan, however, with the approval of this plan, the goals and specific tasks outlined within the plan will be integrated into the City's budget for the next five fiscal years.

Prepared by:



Jeannette Ortega
Assistant to the City Administrator/
Economic Development Manager

Reviewed and approved:



Damien R. Arrula
City Administrator

Attachment:

- A. Five Year Strategic Plan Goals and Objectives
- B. Special Meeting May 10, 2022 Strategic Plan Presentation



CITY OF PLACENTIA FIVE YEAR STRATEGIC PLAN GOALS AND OBJECTIVES

GOAL 2: ENSURE THAT PUBLIC SAFETY CONTINUES TO BE A HIGH PRIORITY

Obj. No.	Dept. Assigned	Objective Description	Completion Timeframe	Status
2.1	Fire/Police	Consider sharing of services to other cities (Police and Fire)	1-3 Years	
2.2	Fire/Police	Bolster ranks of police and fire personnel (fill all vacancies)	1-3 Years	
2.3	Fire/Police	Maintain operational readiness and provide full-services during Pandemic	3+ Years	
2.4	Police/Fire/Emergency Communications	Improve communication and operational efficiency between Police, Fire and Communications	1-3 Years	
2.5	Admin	Implement Community Paramedic Pilot Program	1-3 Years	
2.6	Fire	Create Community Risk Assessment Standards of Cover Document	1-3 Years	
2.7	Fire	Hire Fire Marshal and Fire Prevention Specialist	1 Year	



CITY OF PLACENTIA FIVE YEAR STRATEGIC PLAN GOALS AND OBJECTIVES

GOAL 3: COMMUNITY AND ECONOMIC DEVELOPMENT

Obj. No.	Dept. Assigned	Objective Description	Completion Timeframe	Status
3.1	Admin/PW	Develop a lobbying plan that will result in construction of a Metrolink Station and Parking Structure	1-3 Years	
3.2	DS/Econ Dev	Include promotion of Citywide fiber in City economic development recruitment and retention strategies	1-3 Years	
3.3	DS/Econ Dev	Continue to recruit and attract retail, hotel and other commercial businesses that complement adjacent City assets and attractions (Anaheim Resort District, Cal State Fullerton, OC Vibe and Angel Stadium Projects)	1-3 Years	
3.4	Admin/DS	Complete financing structure for Old Town EIFD	1 Year	
3.5	DS	Initiate the Chapman Corridor Specific Plan	1 Year	
3.6	DS	Create Design Review Guidelines and Procedures	1 Year	
3.7	DS	Establish Old Town Historic District	1-3 Years	
3.8	DS	Update Economic Development Strategic Plan	1-3 Years	
3.9	DS	Facilitate Affordable Housing along Baker Street	1-3 Years	
3.10	DS	Implementation of Housing Element Strategies	1 Year	
3.11	CS/DS	Secure funding to address homelessness	1-3 Years	
3.12	DS	Secure funding to address affordable housing	1-3 Years	
3.13	CS	Recruit Homeless Analyst position	1 Year	



CITY OF PLACENTIA FIVE YEAR STRATEGIC PLAN GOALS AND OBJECTIVES

GOAL 4: COMMUNITY ENGAGEMENT

Obj. No.	Dept. Assigned	Objective Description	Completion Timeframe	Status
4.1	Admin	Evaluate alternative and more creative methods of community outreach	1 Year	
4.2	Admin	Increase Community Engagement/Outreach	1 Year	
4.3	Police	Examine the funding for a full-time Community Outreach Position	1 Year	
4.4	Admin	Develop and implement Citizen's Leadership Academy	1 Year	
4.5	Admin	Implement bi-annual Community Satisfaction Survey	1 Year	
4.6	Fire	Implement Engine Company level Fire Prevention Inspections of City Businesses	1 Year	



CITY OF PLACENTIA FIVE YEAR STRATEGIC PLAN GOALS AND OBJECTIVES

GOAL 5: PUBLIC INFRASTRUCTURE

Obj. No.	Dept. Assigned	Objective Description	Completion Timeframe	Status
5.1	CS/PW	Implement Placentia Senior/Community Center Project	1-3 Years	
5.2	CS/PW	Implement the Placentia Parks Initiative Plan	1-3 Years	
5.3	PW	Examine more multi-modal transportation options	1-3 Years	
5.4	PD/PW/Admin	Construct the Placentia Public Safety Center	1-3 Year	
5.5	PW/Finance	Update Vehicle and Major Equipment Replacement Policy	1 Year	
5.6	Police	Analyze security improvements at all public facilities	1 Year	
5.7	Admin	Create a Comprehensive Information Technology (IT) Master Plan	1 Year	
5.8	PW	Implement the 2022 Pavement Management Plan Report to prioritize streets and roads	1 Year	
5.9	PW	Complete the Civic Center Improvement Project (HVAC/Solar Battery/Roof/EV Charging)	1-3 Years	
5.10	PW/Finance	Establish a 5-7 Year CIP	1 Year	



CITY OF PLACENTIA FIVE YEAR STRATEGIC PLAN GOALS AND OBJECTIVES

GOAL 7: EMPLOYEE DEVELOPMENT

Obj. No.	Dept. Assigned	Objective Description	Completion Timeframe	Status
7.1	HR	Bolster ranks of city employees	1-3 Years	
7.2	Admin/HR	Enhance training and development opportunities for Staff	1 Year	
7.3	Admin	Create employee leadership academy/management trainee program	1 Year	
7.4	HR	Initiate class and comp survey	1 Year	



CITY OF PLACENTIA FIVE YEAR STRATEGIC PLAN GOALS AND OBJECTIVES

GOAL 8: CITY GOVERNANCE

Obj. No.	Dept. Assigned	Objective Description	Completion Timeframe	Status
8.1	Admin/HR	Update all rules and procedures to be consistent with MOUs and State/Federal regulations	1-3 Years	
8.2	Admin	Monitor Legislation, unfunded mandates and ballot measures from Sacramento	1 Year	
8.3	Admin	Initiate Council/City Administrator team building process	1 Year	
8.4	Admin	Update Administrative Policy Manual for Ad Hoc Committees	1 Year	
8.5	Admin	City Attorney coordination and evaluation	1 Year	
8.6	Admin	Update City Council Code of Conduct and Code of Ethics	1 Year	



CITY COUNCIL SPECIAL MEETING MAY 10, 2022

Agenda

- Review Five-Year Strategic Plan
- Recommendations
- Questions

Five-Year Strategic Plan

Goals and Objectives



Goal 1: Ensure Long-Term Fiscal Sustainability

Obj. No.	Dept. Assigned	Objective Description	Completion Timeframe
1.1	Admin	Review and update Reserve Policy	1 Year
1.2	Admin	Continue efforts to seek and obtain new sources of state and federal grants, including Federal and State earmarks and Biden Infrastructure Package	1-3 Years
1.3	Finance	Update Fee Study/Cost Allocation Review	1-3 Years
1.4	Admin/ Econ Dev	Protect and preserve existing economic development/property nodes throughout the City to maximize revenue opportunities.	1-3 Years
1.5	Admin/ Finance	Continue seeking ways to diversify the City's revenue sources to prevent over-reliance on any one source (Measure U/Property Tax).	1-3 Years
1.6	Finance	Update the existing 10-Year Financial Plan	3+ Years
1.7	DS/Econ Dev	Identify ways to monetize the new Citywide fiber optic system	1-3 Years

Goal 2: Ensure that Public Safety Continues to be a High Priority

Obj. No.	Dept. Assigned	Objective Description	Completion Timeframe
2.1	Fire/Police	Consider sharing of services to other cities (Police and Fire)	1-3 Years
2.2	Fire/Police	Bolster ranks of police and fire personnel (fill all vacancies)	1-3 Years
2.3	Fire/Police	Maintain operational readiness and provide full-services during Pandemic	3+ Years
2.4	Police/Fire/ Emergency Communications	Improve communication and operational efficiency between Police, Fire and Communications	1-3 Years
2.5	Admin	Implement Community Paramedic Pilot Program	1-3 Years
2.6	Fire	Create Community Risk Assessment Standards of Cover Document	1-3 Years

Goal 3: Community and Economic Development

Obj. No.	Dept. Assigned	Objective Description	Completion Timeframe
3.1	Admin/PW	Develop a lobbying plan that will result in construction of a Metrolink Station and Parking Structure	1-3 Years
3.2	DS/Econ Dev	Include promotion of Citywide fiber in City economic development recruitment and retention strategies	1-3 Years
3.3	DS/Econ Dev	Continue to recruit and attract retail, hotel and other commercial businesses that complement adjacent City assets and attractions (Anaheim Resort District, Cal State Fullerton, OC Vibe and Angel Stadium Projects)	1-3 Years
3.4	Admin/DS	Complete financing structure for Old Town EIFD	1 Year
3.5	DS	Initiate the Chapman Corridor Specific Plan	1 Year
3.6	DS	Create Design Review Guidelines and Procedures	1 Year
3.7	DS	Establish Old Town Historic District	1-3 Years
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3.9	DS	Facilitate Affordable Housing along Baker Street	1-3 Years
3.10	DS	Implementation of Housing Element Strategies	1 Year
3.11	CS/DS	Secure funding to address homelessness	1-3 Years
3.12	DS	Secure funding to address affordable housing	1-3 Years
3.13	CS	Recruit Homeless Analyst Position	1-3 Years

Goal 4: Community Engagement

Obj. No.	Dept. Assigned	Objective Description	Completion Timeframe
4.1	Admin	Evaluate alternative and increase creative methods of community outreach	1 Year
4.2	Police	Examine the funding for a full-time Community Outreach Position	1 Year
4.3	Admin	Develop and implement Citizen's Leadership Academy	1 Year
4.4	Admin	Implement bi-annual Community Satisfaction Survey	1 Year
4.5	Fire	Implement Engine Company level Fire Prevention Inspections of City Businesses	1 Year

Goal 5: Public Infrastructure

Obj. No.	Dept. Assigned	Objective Description	Completion Timeframe
5.1	CS/PW	Implement the Placentia Senior/Community Center	1-3 Years
5.2	CS/PW	Implement the Placentia Parks Initiative Plan	1-3 Years
5.3	PW	Examine more multi-modal transportation options	1-3 Years
5.4	PD/PW/ Admin	Construct the Placentia Public Safety Center	1-3 Year
5.5	PW/ Finance	Update Vehicle and Major Equipment Replacement Policy	1 Year
5.6	Police	Analyze security improvements at all public facilities	1 Year
5.7	Admin	Create a Comprehensive Information Technology (IT) Master Plan	1 Year
5.8	PW	Implement the 2022 Pavement Management Plan Report to prioritize streets and roads	1 Year
5.9	PW	Complete the Civic Center Improvement Project (HVAC/Solar Battery/Roof/EV Charging)	1-3 Years
5.10	PW/ Finance	Establish a 5-7 Year CIP	1 Year

Goal 6: City Beautification

Obj. No.	Dept. Assigned	Objective Description	Completion Timeframe
6.1	PW	Complete landscape renovations to remaining medians throughout the City	1-3 Years
6.2	PW	Select concept and install citywide wayfinding signage	1-3 Years
6.3	PW/Admin	Allocate more funding for façade improvement projects within eligible census tracts	1-3 Years
6.4	PW/Admin	Expand Urban Forest Plan to plant 100 trees per year	1-3 Years
6.5	DS	Examine beautification opportunities in disadvantaged areas per the General Plan	1-3 Years

Goal 7: Employee Development

Obj. No.	Dept. Assigned	Objective Description	Completion Timeframe
7.1	HR	Bolster ranks of city employees	1-3 Years
7.2	Admin/HR	Enhance training and development opportunities for Staff	1 Year
7.3	Admin	Create employee leadership academy/management trainee program	1 Year
7.4	HR	Initiate class and comp survey	1 Year

Goal 8: City Governance

Obj. No.	Dept. Assigned	Objective Description	Completion Timeframe
8.1	Admin/ HR	Update all rules and procedures to be consistent with MOUs and State/Federal regulations	1-3 Years
8.2	Admin	Monitor Legislation, unfunded mandates and ballot measures from Sacramento	1 Year
8.3	Admin	Initiate Council/City Administrator team building process	1 Year
8.4	Admin	Update Administrative Policy Manual for Ad Hoc Committees	1 Year
8.5	Admin	City Attorney coordination and evaluation	1 Year
8.6	Admin	Update City Council Code of Conduct and Code of Ethics	1 Year

Recommendations



Recommendations

It is recommended that the City Council take the following actions:

1. Provide direction on the goals and objectives to the Strategic Plan
2. Adopt the 2022-2027 City of Placentia Strategic Plan as amended.

Questions?

