

# Section Three

## Reporting and Accountability (Status) Worksheet

### City of Santa Ana Strategic Plan

#### Summary of Unfunded Estimated Costs

	<b>Unfunded Estimated Costs</b>
Goal: Community Safety	\$640,000
Goal: Youth, Education, Recreation	\$1,950,000
Goal: Economic Development	\$1,256,000
Goal: City Financial Stability	\$29,500
Goal: Community Health, Livability, Engagement & Sustainability	\$940,000
Goal: Community Facilities and Infrastructure	\$600,000
Goal: Team Santa Ana	\$117,500
<b>Total</b>	<b>\$5,533,000</b>

## Santa Ana Strategic Plan - Reporting and Accountability (Status) Worksheet

Goal: Community Safety				Funding					
Objective	Strategy	Responsible Dept./Agency	Council Committee	Funded	Unfunded	Estimated Cost	One-time/Recurring	Project/Program Start	Projected Completion Date
<b>1. Modernize the Community Policing philosophy to improve customer service, crime prevention and traffic/pedestrian/bicycle safety.</b>	a. Develop and publish a community survey to measure the community's perceptions of community policing and police services provided by the Police Department.	PD	Public Safety		<b>X</b>	\$15,000	One-Time	FY 2014-2015	FY 2014-2015
	b. Develop a community policing plan based on community input to deliver crime prevention/ community policing/ traffic-pedestrian safety programs in a consistent and uniform manner.	PD	Public Safety	<b>X</b>				FY 2014-2015	FY 2015-2016
	c. Deliver crime prevention/community policing programs based on the community policing plan.	PD	Public Safety	<b>X</b>				FY 2015-2016	Ongoing
	d. Establish and implement a plan to partner with community service organizations and other community groups to conduct awareness, intervention, and prevention of child abuse, domestic violence and driving under the influence of alcohol and/or drugs.	PD	Public Safety	<b>X</b>				FY 2015-2016	Ongoing
	e. Create a task force between the Police Department, Public Works Agency and the Santa Unified School District to increase community outreach emphasizing traffic/pedestrian/bicycle safety (i.e. Active Transportation Safety Plan).	PD	Public Safety	<b>X</b>				FY 2014-2015	Ongoing
	f. Enhance the Police Department's community policing philosophy to balance both traditional policing and problem solving strategies to address and reduce violent, property and gang related crimes.	PD	Public Safety	<b>X</b>				FY 2014-2015	Ongoing
	g. Participate and collaborate with government agencies and community groups to assist in reducing criminal behavior and providing resources for the homeless population.	PD	Public Safety	<b>X</b>				FY 2014-2015	Ongoing
	h. Research and develop restorative justice program(s) for Santa Ana residents by collaborating with; Santa Ana Unified School District, Orange County Agencies and other non-profit organizations.	PD	Public Safety	<b>X</b>				FY 2014-2015	Ongoing
	i. Enhance public safety efforts by improving our employee retention efforts and actively seeking a diverse and talented pool of public safety candidates who possess the values and skills consistent with organizational goals.	PD/Personnel	Public Safety	<b>X</b>				FY 2014-2015	Ongoing
	j. Partner with downtown business and merchant associations to enhance security measures and provide a safe environment (e.g. video surveillance, additional security and police efforts, etc.)	PD/CDA	Public Safety		<b>X</b>	\$400,000	Recurring	FY 2013-2014	FY 2014-2015
<b>2. Broaden communications, information sharing and community awareness of public safety activities.</b>	a. Purchase and implement a new integrated software system for the Police Department to improve productivity and increase efficiencies and transparency.	PD	Public Safety		<b>X</b>	\$225,000	Recurring	FY 2014-2015	Ongoing
	b. Expand the use of social media platforms such as Facebook, Twitter, Alert OC, YouTube, Nixle, Crimemapping, smartphone applications and the City website to share information with the community.	PD	Public Safety	<b>X</b>				FY 2014-2015	Ongoing
	c. Purchase and install new in-car computers in patrol vehicles to facilitate enhanced information sharing and timely police response.	PD	Public Safety	<b>X</b>				FY 2014-2015	FY 2015-2016
	d. Expand Community awareness of Public Safety activities, programs and services that focus on risk reduction (smoke alarms, water safety, pedestrian safety, fire safety/prevention).	PD	Public Safety	<b>X</b>				FY 2014-2015	Ongoing
	e. Update the City's Emergency Operation Center (EOC) emergency preparedness plan to include a community evacuation strategy to respond to natural disasters.	PD	Public Safety	<b>X</b>				FY 2014-2015	Ongoing
	f. Partner with emergency assistance and disaster relief organizations to promote community awareness of emergency preparedness (e.g. citywide community preparedness day).	PD	Public Safety	<b>X</b>				FY 2014-2015	Ongoing

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<b>3. Promote fiscal accountability to ensure financial responsibility at all levels of the organization.</b>	a. Continuously evaluate and assess the fiscal aspect of service delivery to ensure that the Police Department provides programs and services efficiently and effectively.	PD	Public Safety	<b>X</b>				FY 2014-2015	Ongoing
	b. Promote ongoing efforts to obtain grant funding for activities that will assist in preventing, enforcing and reducing criminal activity and traffic collisions.	PD	Public Safety	<b>X</b>				FY 2014-2015	Ongoing
<b>4. Ensure a sound fiscal model for jail operations through coordinated efforts with personnel from the City Manager's Office, Police Department, City Attorney's Office, Finance, and Personnel.</b>	a. Modify the Santa Ana jail business model and identify short- and long-term goals to effectively meet the needs of the community through contract negotiations with outside agencies, evaluation of staffing needs and increasing operational efficiency.	PD	Public Safety	<b>X</b>				FY 2014-2015	Ongoing
<b>5. Provide high quality Police and Fire/Emergency Medical Services response within the City of Santa Ana.</b>	a. Monitor and report key performance goals such as standards of cover, response time and location of apparatus (e.g. police units, fire trucks, etc.) to ensure agreed upon service levels are met.	PD/FIRE-EMS	Public Safety	<b>X</b>				FY 2014-2015	Ongoing
	b. Provide annual Police and Fire/Emergency Medical Services report to City Council on an annual basis to review and identify opportunities for improvement.	PD/FIRE-EMS	Public Safety	<b>X</b>				FY 2014-2015	Ongoing
<b>6. Enhance Public Safety integration, communications and community outreach.</b>	a. Develop a comprehensive Fire/Emergency Medical Services Marketing/Branding program including a web portal from the City's website and the release of a monthly Fire Services Report to be distributed citywide.	FIRE-EMS	Public Safety	<b>X</b>				FY 2014-2015	FY 2014-2015
	b. Develop and implement a Fire/Emergency Medical Services major incident notification process to better communicate with community members during emergencies.	FIRE-EMS	Public Safety	<b>X</b>				FY 2014-2015	FY 2014-2015
	c. Continue to develop and implement joint command level training in collaboration with the Police Department's Emergency Operations Coordinator.	PD/FIRE-EMS	Public Safety	<b>X</b>				FY 2014-2015	Ongoing
	d. Develop a Fire Explorer Program to engage children and young adults interested in a career in fire and emergency medical service.	FIRE-EMS	Public Safety	<b>X</b>				FY 2014-2015	FY 2015-2016
	e. Develop a Fire Corps Program to support Fire and Emergency Medical Services through community involvement and volunteering.	FIRE-EMS	Public Safety	<b>X</b>				FY 2015-2016	FY 2016-2017
	f. The Santa Ana Police Department will collaborate with the Orange County Probation Department, Orange County Healthcare Agency caseworkers, business community, and associated non-profit organizations to assist in re-entry of recently released offenders into the community.	PD	Public Safety	<b>X</b>				FY 2014-2015	Ongoing

Unfunded - Estimated Costs \$640,000

EMS: Emergency Medical Services

## Santa Ana Strategic Plan - Reporting and Accountability (Status) Worksheet

Goal: Youth, Education, Recreation				Funding		Estimated Cost	One-time/ Recurring	Project/Program Start	Projected Completion Date
Objective	Strategy	Responsible Dept./Agency	Council Committee	Funded	Unfunded				
<b>1. Ensure coordination among organizations serving Santa Ana's youth to optimize programs.</b>	a. Convene a summit with partner stakeholders to network, share information, identify programs and services, and produce a comprehensive evaluation report for Youth Development.	PRCSA	PREY		<b>X</b>	\$45,000	One-time	FY 2014-2015	FY 2014-2015
	b. Adopt a master joint-use agreement with Santa Ana Unified School District.	PRCSA	PREY	<b>X</b>				FY 2015-2016	FY 2015-2016
	c. Explore new joint-use opportunities with Santa Ana's four School Districts and partnership opportunities with local museums, art and cultural institutions.	PRCSA	PREY	<b>X</b>				FY 2017-2018	Ongoing
<b>2. Expand youth programming.</b>	a. Focus resources on quality youth engagement, enrichment and education programs through community centers, libraries and after-school programs during out-of-school hours.	PRCSA	PREY	<b>X</b>		\$160,000	Recurring	FY 2014-2015	Ongoing
	b. Expand the youth sports program so that youth recreational opportunities are established year-round.	PRCSA	PREY		<b>X</b>	\$500,000	Recurring	FY 2014-2015	Ongoing
	c. Host "Mayor/City Council for a Day" event to promote public service and provide participants with the opportunity to serve as Mayor/City Council, Commissioners and Executive Staff.	CMO/PRCSA	PREY	<b>X</b>				FY 2015-2016	Ongoing
	d. Coordinate a Youth Leadership/Student Government Day.	CMO/PRCSA	PREY	<b>X</b>				FY 2015-2016	Ongoing
	e. Partner with outside agencies and secure funding to rehabilitate zoo exhibits and expand the Santa Ana Zoo.	PRCSA	PREY		<b>X</b>	\$400,000	Recurring	FY 2017-2018	Ongoing
	f. Develop a process for youth sports scholarship programs.	PRCSA	PREY		<b>X</b>	\$200,000	Recurring	FY 2014-2015	Ongoing
<b>3. Expand use of technology as a tool for communication and education in the community.</b>	a. Launch new youth focus CTV3 programming.	PRCSA	PREY	<b>X</b>				FY 2014-2015	FY 2014-2015
	b. Create web resource for youth that will include internships, scholarships, college information, job opportunities, and career days.	PRCSA	PREY		<b>X</b>	\$20,000	One-time	FY 2015-2016	FY 2015-2016
	c. Review web, social media, and CTV3 services and develop new strategies for more effective use.	PRCSA	PREY	<b>X</b>				FY 2017-2018	FY 2017-2018
	d. Leverage the Roosevelt/Walker Prop 84 funding to ensure the new community center also serves as a Library with a focus on electronic media such as eBooks, Internet, and remote check-out services from the Main Library.	PRCSA	PREY		<b>X</b>	\$625,000	\$400K One-time \$250K Recurring	FY 2015-2016	Ongoing

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Objective	Strategy	Responsible Dept./Agency	Council Committee	Funded	Unfunded	Estimated Cost	One-time/ Recurring	Project/Program Start	Projected Completion Date
<i>4. Partner with groups and organizations to promote education, senior services, job training and development for all Santa Ana residents.</i>	a. Partner with The California Endowment, Santa Ana College, Chapman University, UCI, CSUF and other institutions of higher education to design career pathway programs that support priority workforce industries (Retail, healthcare, manufacturing, renewable energies) that results in faster reemployment of Santa Ana's residents.	CMO/PRCSA/ CDA		<b>X</b>				FY 2014-2015	Ongoing
	b. Partner with the Santa Ana Unified School District to support and assist in developing pilot youth employment programs aimed at reducing high school dropout rates.	CMO/PRCSA/ CDA		<b>X</b>				FY 2014-2015	Ongoing
	c. Continue to expand services and programs at the senior centers specifically in the areas of continuing education, mentoring and recreation.	PRCSA		<b>X</b>				FY 2014-2015	Ongoing

Unfunded - Estimated Costs \$1,950,000

PRCSA: Parks, Recreation and Community Services Agency

**Santa Ana Strategic Plan - Reporting and Accountability (Status) Worksheet**

Goal: Economic Development				Funding		Estimated Cost	One-time/Recurring	Project/Program Start	Projected Completion Date
Objective	Strategy	Responsible Dept./Agency	Council Committee	Funded	Unfunded				
<b>1. Implement a comprehensive Economic Development strategy to ensure that Santa Ana is a City with a vibrant business climate that is accessible, user-friendly and welcoming to all residents and visitors.</b>	a. Complete a comprehensive economic development strategy.	CDA	Finance, Economic Dev. & Tech	<b>X</b>				FY 2014-2015	FY 2015-2016
	b. Establish a Santa Ana Business Advisory Committee.	CMO/CDA	Finance, Economic Dev. & Tech	<b>X</b>				FY 2014-2015	FY 2014-2015
	c. Promote and market Santa Ana specific strengths in the regional economy including: location, size of workforce, proximity to airport/trains and availability of industrial/ commercial opportunities such as 55-freeway corridor, South Main Corridor, South Bristol Street, Harbor Blvd, Downtown and Streetcar Corridor.	CMO/CDA	Finance, Economic Dev. & Tech		<b>X</b>	\$5,000	Recurring	FY 2015-2016	Ongoing
	d. Partner with Santa Ana Chamber of Commerce on a business retention and attraction strategy designed to jointly outreach to existing businesses.	CDA	Finance, Economic Dev. & Tech		<b>X</b>	\$5,000	Recurring	FY 2013-2014	FY 2014-2015
	e. Partner with local Chambers of Commerce, citywide business associations and the community to develop a new branding and marketing strategy for the City. In addition, the City will promote the consistent use of our City logo on signage, media and entry portals-medians.	CDA	Finance, Economic Dev. & Tech		<b>X</b>	\$50,000	One-time	FY 2014-2015	Ongoing
	f. Promote local business, reduce retail leakage and improve revenue tax base performance through the development of a "Santa Ana Buy Local Plan".	CDA	Finance, Economic Dev. & Tech	<b>X</b>				FY 2014-2015	Ongoing
	g. Identify opportunities for the City to join public policy and advocacy organizations to capitalize shared resources and leadership training to expand the City's knowledgebase (e.g. Assoc. of California Cities Orange County, League of California Cities, etc.).	CMO				<b>X</b>	\$51,000	Recurring	FY 2014-2015
<b>2. Create new opportunities for business/job growth and encourage private development through new General Plan and Zoning Ordinance policies.</b>	a. Complete a comprehensive update of the City's General Plan including the development of policies and implementation measures that directly relate to equitable economic development.	CDA/PBA	Dev. and Transportation	<b>X</b>				FY 2013-2014	FY 2015-2016
	b. Update the City's Zoning Ordinance to be consistent with the updated General Plan and include equitable, innovative, business friendly zoning practices.	PBA	Dev. and Transportation	<b>X</b>				FY 2014-2015	FY 2015-2016
	c. Support business development and job growth along transit corridors through the completion of critical transit plans/projects including: The Fixed Guideway Project, Santa Ana Regional Transportation Center Master Plan, Complete Streets and the General Plan Circulation Element update.	CDA/PBA/PWA	Dev. and Transportation	<b>X</b>				FY 2014-2015	FY 2018-2019

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Goal: Economic Development				Funding		Estimated Cost	One-time/Recurring	Project/Program Start	Projected Completion Date
Objective	Strategy	Responsible Dept./Agency	Council Committee	Funded	Unfunded				
<b>3. Promote a solutions-based customer focus in all efforts to facilitate development and investment in the community.</b>	a. Continue to develop and promote online services such as e-permits, inspections and plan review to increase flexibility and access to City Hall customers.	PBA	Finance, Economic Dev. & Tech		<b>X</b>	\$100,000	One-time	FY 2013-2014	FY 2014-2015
	b. Expand promotion of the City's current "one-stop" development processing center and its construction/development liaison program in order to streamline new development.	PBA	Dev. and Transportation		<b>X</b>	\$120,000	Recurring	FY 2013-2014	Ongoing
	c. Explore opportunities to encourage a business friendly environment within the city through the reduction of non-essential regulatory requirements, improved coordination between agencies for development review and addition of monetary incentives (e.g. sales tax sharing, enhancing Small-Business Incentive Program, etc.).	PBA/CDA/Finance	Dev. and Transportation	<b>X</b>				FY 2013-2014	Ongoing
<b>4. Continue to pursue objectives that shape downtown Santa Ana into a thriving, culturally diverse, shopping, dining, and entertainment destination.</b>	a. Provide a safe and inviting public environment in the downtown (including the Wellness Corridor) through enhanced amenities, improved way finding and engaging street/sidewalk design and lighting.	PD/CDA/PWA/PBA/Finance	Dev. and Transportation		<b>X</b>	\$400,000	One-time	FY 2014-2015	FY 2015-2016
	b. Create a comprehensive program to manage parking that includes innovative strategies to provide parking, create revenue and enhance accessibility in the downtown.	CDA	Dev. and Transportation	<b>X</b>				FY 2013-2014	FY 2014-2015
	c. Use technology to promote downtown Santa Ana businesses, entertainment, restaurants as well as to improve patrons experience (e.g. smartphone application, way finding application, smart meters, electric vehicle charging stations, etc.).	CDA	Finance, Economic Dev. & Tech		<b>X</b>	\$500,000	One-time	FY 2014-2015	FY 2014-2015
	d. Support the already-established and growing community of artists living and working downtown through support and promotion of artist events and activities.	CDA/PRCSA		<b>X</b>				FY 2013-2014	Ongoing
	e. Encourage downtown entertainment venues and outdoor dining.	CDA	Dev. and Transportation	<b>X</b>				FY 2014-2015	Ongoing
	f. Partner with downtown business and merchant associations to program events that showcase restaurants, shopping and entertainment venues (e.g. bus trolley tour, food festival, craft fairs, farmers' markets, etc.).	CDA			<b>X</b>	\$25,000	Recurring	FY 2014-2015	Ongoing
<b>5. Leverage private investment that results in tax base expansion and job creation citywide.</b>	a. Identify and market underutilized properties (city and non-city owned) for new development that will create new jobs and expand the City's tax base (e.g. YMCA, 3rd and Broadway parking structure, Saddleback Inn site).	CDA/PBA/Finance	Dev./Transportation and Finance, Economic Dev. & Tech	<b>X</b>				FY 2014-2015	Ongoing
	b. Develop a tax base expansion strategy targeting a concentration of interconnected businesses (also known as business clusters) that will result in an increase in the number of high-quality, high-paying jobs.	CDA	Finance, Economic Dev. & Tech	<b>X</b>				FY 2013-2014	FY 2014-2015
	c. Develop a knowledge base to foster economic development by partnering with non-profit organizations.	CDA	Finance, Economic Dev. & Tech	<b>X</b>				FY 2014-2015	Ongoing

Unfunded - Estimated Costs \$1,256,000

## Santa Ana Strategic Plan - Reporting and Accountability (Status) Worksheet

Goal: City Financial Stability				Funding		Estimated Cost	One-time/Recurring	Project/Program Start	Projected Completion Date
Objective	Strategy	Responsible Dept./Agency	Council Committee	Funded	Unfunded				
<b>1. Maintain a stable, efficient and transparent financial environment.</b>	a. Develop and maintain an online database of city-owned properties to improve the transparency of government assets.	Finance	Finance, Economic Dev. & Tech	<b>X</b>				FY 2014-2015	Ongoing
	b. Increase the accessibility of financial information on the City's website by creating public viewing portals (i.e. City finances, budget process, bid opportunities, etc.).	Finance	Finance, Economic Dev. & Tech		<b>X</b>	\$9,500	Recurring	FY 2014-2015	FY 2014-2015
	c. Continue to conduct Community Budget Outreach meetings that provide budget and financial information.	Finance	Finance, Economic Dev. & Tech	<b>X</b>				FY 2013-2014	Ongoing
	d. Develop a fiscal health analysis tool that informs a department of its financial position in order to assist in its decision making process.	Finance	Finance, Economic Dev. & Tech	<b>X</b>				FY 2013-2014	FY 2014-2015
<b>2. Provide a reliable five-year financial forecast that ensures financial stability in accordance with the strategic plan.</b>	a. Adopt a budget that is in alignment with the financial forecast and strategic plan.	Finance	Finance, Economic Dev. & Tech	<b>X</b>				FY 2014-2015	Ongoing
	b. Provide quarterly updates on the City's financial forecast to ensure revenues and expenditures reflect the most up-to-date information and analysis.	Finance	Finance, Economic Dev. & Tech	<b>X</b>				FY 2013-2014	Ongoing
	c. Ensure reliable property tax information and development of a property tax forecasting model.	Finance	Finance, Economic Dev. & Tech		<b>X</b>	\$20,000	Recurring	FY 2014-2015	Ongoing
	d. Conduct an assessment of the City's debt and refinancing options to achieve savings.	Finance	Finance, Economic Dev. & Tech	<b>X</b>				FY 2014-2015	FY 2014-2015
<b>3. Maintain a structurally balanced budget with appropriate reserve levels.</b>	a. Modernize and adopt the City's utility user's tax ordinance by June 2014.	Finance	Finance, Economic Dev. & Tech	<b>X</b>				FY 2013-2014	FY 2013-2014
	b. Expand the budget and reserve policy to all funds to improve the overall fiscal health of the City.	Finance	Finance, Economic Dev. & Tech	<b>X</b>				FY 2014-2015	FY 2015-2016
	c. Implement a plan to achieve a General Fund budgetary fund balance of 20% of expenditures.	Finance	Finance, Economic Dev. & Tech	<b>X</b>				FY 2013-2014	FY 2015-2016
	d. Establish a committee of City staff to explore innovative revenue and cost recovery strategies (i.e. full cost recovery, receivership program, etc.).	Finance	Finance, Economic Dev. & Tech	<b>X</b>				FY 2014-2015	Ongoing
	e. Ensure a citywide coordinated effort to seek grant funding through the establishment of a Grant Coordinator.	CMO	Finance, Economic Dev. & Tech	<b>X</b>				FY 2014-2015	Ongoing

Unfunded - Estimated Costs \$29,500

**Santa Ana Strategic Plan - Reporting and Accountability (Status) Worksheet**

Goal: Community Health, Livability, Engagement & Sustainability				Funding		Estimated Cost	One-time /Recurring	Project/Program Start	Projected Completion Date	
Objective	Strategy	Responsible Dept./Agency	Council Committee	Funded	Unfunded					
<b>1. Establish a comprehensive community engagement initiative to expand access to information and create opportunities for stakeholders to play an active role in discussing public policy and setting priorities.</b>	a. Develop a comprehensive Community Engagement Plan.	CMO/PRCSA/CDA			<b>X</b>	\$50,000	Recurring	FY 2014-2015	FY 2015-2016	
	b. Host a Town Hall meeting twice a year to provide a status report on implementation of strategic initiatives and to seek community comment.	CMO		<b>X</b>				FY 2014-2015	Ongoing	
	c. Establish leadership training and community engagement programs that enhance methods of communication, opportunities for community involvement, and create an atmosphere where residents and partner agencies can receive recognition and develop a greater sense of ownership.	CMO/PRCSA / CDA				<b>X</b>	\$50,000	Recurring	FY 2014-2015	Ongoing
	d. Expand the use of new technologies including marketing and social media to increase outreach to the community in an effort to promote City programs and initiatives.	CMO			<b>X</b>				FY 2014-2015	Ongoing
	e. Implement creative and innovative methods to increase voter participation during future election year (e.g. mobile polling, polling station in city hall, voter registration, partnering with the Orange County Registrars Office, etc.).	COTC	Legislative Committee		<b>X</b>				FY 2014-2015	Ongoing
	f. Develop a City Community Volunteer/Internship Coordination program.	CMO/PRCSA/ Personnel	PREY			<b>X</b>	\$200,000	Recurring	FY 2014-2015	Ongoing
	g. Establish a Sister Cities program to foster a bond with different communities to promote humanitarian efforts as well as mutual cross-cultural understanding.	CMO/PRCSA				<b>X</b>	\$25,000	Recurring	FY 2014-2015	FY 2014-2015
	h. Develop a 20-year visioning plan.	CMO			<b>X</b>				FY 2016-2017	FY 2018-2019
	i. Partner with SAUSD, non-profits and stakeholder groups to increase outreach and public awareness of programs and events.	CMO			<b>X</b>				FY 2014-2015	Ongoing
	<b>2. Expand opportunities for conservation and environmental sustainability.</b>	a. Complete the City's Climate Action Plan with measures to address water conservation, energy efficient buildings (City and community) and greenhouse gas emissions. Include as part of the plan an awareness, outreach and education component.	PBA	Dev. and Transportation		<b>X</b>	\$100,000	One-time	FY 2014-2015	FY 2014-2015
b. Create performance measures to track the City's progress in implementing the Climate Action Plan and other "green" efforts citywide.		PBA	Dev. and Transportation	<b>X</b>				FY 2014-2015	FY 2014-2015	
c. Create a green building policy that incorporates sustainable concepts into residential and nonresidential uses; support demonstration projects and best practices.		PBA	Dev. and Transportation	<b>X</b>				FY 2015-2016	FY 2016-2017	

## Santa Ana Strategic Plan - Reporting and Accountability (Status) Worksheet

Goal: Community Health, Livability, Engagement & Sustainability						Funding			
Objective	Strategy	Responsible Dept./Agency	Council Committee	Funded	Unfunded	Estimated Cost	One-time /Recurring	Project/Program Start	Projected Completion Date
<b>3. Facilitate diverse housing opportunities and support efforts to preserve and improve the livability of Santa Ana neighborhoods.</b>	a. Continue to explore options citywide regarding the re-use of commercial or industrial buildings that are currently underutilized or vacant for mixed-use residential projects.	CDA/PBA	Dev. and Transportation	<b>X</b>				FY 2013-2014	Ongoing
	b. Ensure compliance with the City's Housing Opportunity Ordinance by requiring rental and ownership housing projects that meet specified criteria provide a minimum of 15% affordable units.	CDA	Dev. and Transportation	<b>X</b>				FY 2013-2014	Ongoing
	c. Provide that Santa Ana residents, employees, artists and veterans receive priority for affordable housing created under the City's Housing Opportunity Ordinance or with City funding to the extent allowed under state law.	CDA	Dev. and Transportation	<b>X</b>				FY 2013-2014	Ongoing
	d. Continue to implement the Emergency Shelter and Transitional Housing Ordinance (SB-2) to locate facilities for homeless shelters within the Light Industrial (M-1), Heavy Industrial (M-2) or Specific Development (SD) zones which meet all of the required development and operational standards.	CDA/PBA	Dev. and Transportation	<b>X</b>				FY 2013-2014	Ongoing
<b>4. Support neighborhood vitality and livability.</b>	a. Support the design and construction of parks to provide increased open space and opportunities for recreation throughout the city. Construct the Roosevelt Walker Park and Community Center, and develop concepts and proposals for the Library Park in Civic Center and Centennial Santa Ana River Eco-Park.	PRCSA	PREY	<b>X</b>				FY 2014-2015	Ongoing
	b. Improve neighborhood quality by locating or providing access to complementary services and public facilities, including access to health food options (community gardens, farmer's markets, corner markets, cottage food) in neighborhoods.	PRCSA/CDA/PBA	Dev. and Transportation	<b>X</b>				FY 2014-2015	FY 2014-2015
	c. Leverage private resources to support neighborhood associations and effectively address neighborhood issues by partnering with intra-agency teams, community-based organizations, non-profits and faith-based organizations that are invested in Santa Ana.	CMO/CDA	Public Safety	<b>X</b>				FY 2015-2016	Ongoing
	d. Implement new Neighborhood Improvement Initiatives focusing on residential areas that have been adversely affected by disinvestment and decline. Program and services from a variety of resources will be utilized to achieve positive and sustainable improvements.	CMO/CDA	Public Safety	<b>X</b>				FY 2014-2015	Ongoing
	e. Implement innovative code enforcement practices and strategies including the use of volunteers, enhanced technologies and increased collaboration with other City departments and outside agencies to address critical livability issues citywide (e.g. overcrowding, absentee landlords, landlord/tenant rights and responsibilities, etc.).	PBA	Public Safety			<b>X</b>	\$40,000	One-time	FY 2013-2014

**Santa Ana Strategic Plan - Reporting and Accountability (Status) Worksheet**

Goal: Community Health, Livability, Engagement & Sustainability				Funding					
Objective	Strategy	Responsible Dept./Agency	Council Committee	Funded	Unfunded	Estimated Cost	One-time /Recurring	Project/Program Start	Projected Completion Date
<b>5. Promote a strong arts and culture infrastructure.</b>	a. Work closely with the Arts and Culture Commission and local artist organizations to develop an Arts Master Plan which will ensure all cultural programming, events and activities receive appropriate attention and resource support.	CMO/PRCSA			<b>X</b>	\$175,000	Recurring	FY 2014-2015	FY 2015-2016
	b. Generate public and private support and resources to strengthen, expand and stabilize funding for the arts.	PRCSA		<b>X</b>				FY 2014-2015	Ongoing
	c. Promote arts and culture by partnering with artist groups and merchants to hold events celebrating art in public plazas, parks and other City-controlled open space.	PRCSA			<b>X</b>	\$100,000	Recurring	FY 2013-2014	Ongoing
	d. Create policies and guidelines for public art.	CMO/PRCSA		<b>X</b>				FY 2014-2015	FY 2015-2016
<b>6. Focus projects and programs on improving the health and wellness of all residents.</b>	a. Create a web resource of get-fit resources for each of the six recreation zones in the City.	PRCSA	PREY	<b>X</b>				FY 2015-2016	FY 2015-2016
	b. Incorporate the improvement of walking and biking lanes as well as the development of a citywide bike master plan into the Circulation Element of the City's General Plan.	PBA/PRCSA/ PWA	Dev. and Transportation	<b>X</b>				FY 2013-2014	FY 2014-2015
	c. Integrate a variety of health and wellness programs into existing programming at each of the city's community/recreation centers (e.g. Develop equitable health access points).	PRCSA	PREY		<b>X</b>	\$200,000	Recurring	FY 2014-2015	FY 2018-2019
	d. Partner with the California Endowment, Schools, charitable foundations and other non-profit organizations to implement health and wellness programing (including a healthy Santa Ana website) based on quantifiable and measurable data.	PRCSA		<b>X</b>				FY 2014-2015	Ongoing
	e. Expand Senior Center programing to provide greater enrichment and explore activities in art, culture and health.	PRCSA		<b>X</b>				FY 2014-2015	Ongoing
	f. Incorporate health, wellness, and equity into all applicable policies and plans (e.g. General Plan, Comprehensive Economic Development Strategy, Capital Improvement Plan, etc.)	CMO		<b>X</b>				FY 2014-2015	Ongoing
	g. Develop an active transportation pilot event in partnership with the business community, neighborhood associations and non-profit associations (i.e. Sunday on Main Street).	CMO/PRCSA		<b>X</b>				FY 2014-2015	Ongoing

Unfunded - Estimated Costs \$940,000

## Santa Ana Strategic Plan - Reporting and Accountability (Status) Worksheet

Goal: Community Facilities and Infrastructure				Funding		Estimated Cost	One-time/ Recurring	Project/Program Start	Projected Completion Date
Objective	Strategy	Responsible Dept./Agency	Council Committee	Funded	Unfunded				
<b>1. Establish and maintain a Community Investment Plan for all City assets.</b>	a. Develop a complete inventory of all assets to determine the scope of improvements needed to sustain the City's current infrastructure investment.	PWA/PRCSA/ Finance	Dev. and Transportation	<b>X</b>				FY 2013-2014	FY 2014-2015
	b. Equitably maintain existing streets and associated assets in a state of good repair so they are clean, safe and aesthetically pleasing for all users.	PWA/PRCSA/ Finance	Dev. and Transportation		<b>X</b>	TBD	Recurring	FY 2013-2014	Ongoing
	c. Invest resources and technology to extend the service life of existing infrastructure to protect the City's investment and support a high quality of life standard.	PWA/PRCSA/ Finance	Dev. and Transportation		<b>X</b>	\$100,000	Recurring	FY 2014-2015	Ongoing
	d. Explore creative financing options with private property owners amenable to share the costs associated with infrastructure improvements (i.e. assessment districts).	PWA/PRCSA/ Finance	Finance, Economic Dev. & Tech	<b>X</b>				FY 2015-2016	FY 2015-2016
	e. Prepare a Community Investment Program as part of the citywide budget process that identifies new or expanded capital needs and their funding strategies.	PWA/PRCSA/ Finance	Dev. and Transportation	<b>X</b>				FY 2013-2014	FY 2015-2016
	f. Perform periodic measurements to monitor and update each asset's condition and ensure adequate funding for repair and/or replacement costs in future budgets.	PWA/PRCSA/ Finance		<b>X</b>				FY 2015-2016	Ongoing
	g. Develop and implement the City's Capital Improvement Program in coordination with the Community Investment and Deferred Maintenance Plans (e.g. transit vision, street car, fixed guideway project, SARTC master plan, Bristol Street widening, neighborhood streets, traffic improvements, park facilities, sports fields, soccer fields, senior centers, bike master plan, etc.).	PWA	Dev. and Transportation	<b>X</b>				FY 2014-2015	Ongoing
	h. Complete water/waste water rate study to ensure adequate resources to capture critical long-term capital needs.	PWA/Finance	Finance, Economic Dev. & Tech	<b>X</b>				FY 2014-2015	FY 2014-2015
	i. Assessment and development of a citywide Information Technology Master Plan to include elements such as Wi-Fi in City facilities including recreational/senior centers, PC/server/equipment replacement plan, information security, disaster recovery plan, etc.	Finance	Finance, Economic Dev. & Tech		<b>X</b>	\$500,000	One-time	FY 2014-2015	FY 2015-2016
<b>2. Address deferred maintenance on City buildings and equipment.</b>	a. Prepare a Deferred Maintenance Plan that assesses safety, adequacy, and liability implications, and estimates repair costs to be programmed in the responsible agency's future budget.	PWA/PRCSA/ Finance	Dev./Transportation and Finance, Economic Dev. & Tech	<b>X</b>				FY 2014-2015	Ongoing
	b. Utilize a five-year Deferred Maintenance Plan to strategize and finance funded and unfunded needs.	PWA/PRCSA/ Finance	Dev. and Transportation	<b>X</b>				FY 2016-2017	Ongoing

Unfunded - Estimated Costs \$600,000

## Santa Ana Strategic Plan - Reporting and Accountability (Status) Worksheet

Goal: Team Santa Ana				Funding		Estimated Cost	One-time/ Recurring	Project/Program Start	Projected Completion Date
Objective	Strategy	Responsible Dept./Agency	Council Committee	Funded	Unfunded				
<b>1. Establish a culture of customer service and community engagement as the organization's primary focus.</b>	a. Adopt a Citizens Customer Service policy and provide training on that policy to all employees.	CMO		<b>X</b>				FY 2014-2015	Ongoing
	b. Annually conduct a statistically valid random-sample community satisfaction survey to assess satisfaction with the delivery of major City services.	CMO		<b>X</b>				FY 2014-2015	Ongoing
	c. Conduct an annual volunteer "day of service" where City employees volunteer in community.	CMO/PRCSA		<b>X</b>				FY 2014-2015	Ongoing
<b>2. Establish communication plans to engage and inform employees and the community about City activities.</b>	a. Use City display cases to inform and showcase each department to the community.	CMO		<b>X</b>				FY 2014-2015	Ongoing
	b. Develop communication policies addressing the type of matters that will be promoted to employees/public and the internal process to ensure timely distribution.	CMO		<b>X</b>				FY 2014-2015	FY 2014-2015
	c. Utilize new technologies such as Facebook, Twitter, Nixle and CTV3 to interact with employees and the community.	CMO		<b>X</b>				FY 2014-2015	Ongoing
	d. Invest in software/resources that will help streamline the flow of information to City staff and the public.	CMO		<b>X</b>				FY 2015-2016	FY 2015-2016
<b>3. Improve communication between all levels of the organization.</b>	a. Confirm the organization's commitment to transparency by establishing an internal communication plan to engage and inform employees.	CMO		<b>X</b>				FY 2014-2015	FY 2014-2015
	b. Promote fairness and trust to ensure organizational behavior is consistent with City values.	CMO		<b>X</b>				FY 2014-2015	Ongoing
<b>4. Establish employee compensation that attracts and retains a highly qualified workforce.</b>	a. Ensure compensation is sufficient to attract and retain properly skilled employees and is comparable to other public agencies.	CMO/ Personnel		<b>X</b>				FY 2014-2015	Ongoing
	b. Develop and adopt a policy that allows for total compensation of staff in accordance with the City's financial condition, including adequate operating contingency reserves.	CMO/ Personnel		<b>X</b>				FY 2014-2015	FY 2014-2015
	c. Actively seek out a diverse and talented pool of candidates who possess the values and skills consistent with organizational goals.	Personnel		<b>X</b>				FY 2014-2015	Ongoing

## Santa Ana Strategic Plan - Reporting and Accountability (Status) Worksheet

Goal: Team Santa Ana				Funding		Estimated Cost	One-time/ Recurring	Project/Program Start	Projected Completion Date	
Objective	Strategy	Responsible Dept./Agency	Council Committee	Funded	Unfunded					
<b>5. Create a culture of innovation and efficiency within the organization.</b>	a. Promote the use of new technology to improve the delivery of services and information to staff and the community. Projects include: <ul style="list-style-type: none"> <li>· Parking meter collection, water meter reads, street lights, etc.</li> <li>· Promoting a paperless environment (e.g. paperless checks, payroll self-serve, e-payables, expanded use of laser fiche document management, etc.)</li> <li>· Evaluating e-mail storage</li> <li>· Surveying departmental needs</li> </ul>	CMO/Finance		<b>X</b>				FY 2014-2015	Ongoing	
	b. Facilitate employee engagement through an incentivized employee suggestion program.	CMO			<b>X</b>	\$25,000	Recurring	FY 2014-2015	Ongoing	
	c. Promote an innovation and efficiency program to achieve a cost savings goal of 1% and establish goals for subsequent years.	CMO/Finance		<b>X</b>				FY 2014-2015		
	d. Encourage fully-analyzed risk taking by avoiding punitive reaction to failure.	CMO		<b>X</b>				FY 2014-2015	Ongoing	
	e. Identify best practices and opportunities for process improvement and automation across City departments in order to provide effective and efficient delivery of City services to the community.	CMO/Finance		<b>X</b>				FY 2014-2015	Ongoing	
	f. Explore opportunities to engage with outside agencies, both private and public, to share information and increase efficiencies.	CMO		<b>X</b>				FY 2014-2015	Ongoing	
<b>6. Provide a positive workplace environment that supports the health of its employees and celebrates its success.</b>	a. Create a culture of positive motivation through an employee reward and recognition program.	CMO/ Personnel			<b>X</b>	\$25,000	Recurring	FY 2014-2015	Ongoing	
	b. Re-establish annual employee celebratory events.	CMO/ Personnel			<b>X</b>	\$5,000	Recurring	FY 2014-2015	Ongoing	
	c. Document, celebrate and share stories with the community, highlighting improvements and accomplishments provided by employees.	CMO/ Personnel				<b>X</b>	\$2,500	Recurring	FY 2014-2015	Ongoing
	d. Create a citywide program designed to help employees manage their health and wellness.	Personnel				<b>X</b>	\$10,000	Recurring	FY 2014-2015	Ongoing
<b>7. Develop a culture of motivated and innovative leaders in the organization.</b>	a. Reactivate the Public Business Concepts program (including total quality management) to provide training opportunities that reflect the key values of the organization.	CMO/ Personnel			<b>X</b>	\$50,000	Recurring	FY 2014-2015	Ongoing	
	b. Establish methods for capturing organizational knowledge and expertise through a formal mentoring program.	CMO		<b>X</b>				FY 2014-2015	Ongoing	
	c. Implement a Leadership by Example initiative which affirms management's commitment to organizational principles and values.	CMO		<b>X</b>				FY 2014-2015	Ongoing	
	d. Provide training opportunities, an empowered and positive work environment, career growth potential and encourage high morale based on core values and ethical principles.	CMO				<b>X</b>	See 7a	Recurring	FY 2014-2015	Ongoing

Unfunded - Estimated Costs \$117,500