Goal Seven

Team Santa Ana

The City continues to face increasing demands for service with limited resources. This challenge provides an opportunity for the organization to become innovative and efficient in the delivery of City Services. Success in this effort requires that the City retain and attract experienced, motivated employees who are committed to engaging and serving the community. Additionally, improving interdepartmental and community lines of communication will ensure greater transparency and community engagement.

Primary Objectives

The City of Santa Ana has identified seven objectives to promote an effective and customer friendly government. These objectives are:

1. Establish a culture of customer service and community engagement as the organization's primary focus.

2. Establish communication plans to engage and inform employees and the community about City activities.

3. Improve communication between all levels of the organization.

4. Establish employee compensation that attracts and retains a highly qualified workforce.

5. Create a culture of innovation and efficiency within the organization.

6. Provide a positive workplace environment that supports the health of its employees and celebrates its success.

7. Develop a culture of motivated and innovative leaders in the organization.

Strategies

1. **Establish a culture of customer service and community engagement as the organization's primary focus.**

	Strategies	Start Year
1a.	Adopt a Citizens Customer Service policy and provide training on that policy to all employees.	FY 14/15
1b.	Annually conduct a statistically valid random-sample community satisfaction survey to assess satisfaction with the delivery of major City services.	FY 14/15
1c.	Conduct an annual volunteer "day of service" where City employees volunteer in community.	FY14/15

2. **Establish communication plans to engage and inform employees and the community about City activities.**

	Strategies	Start Year
2a.	Use City display cases to inform and showcase each department to the community.	FY 14/15
2b.	Develop communication policies addressing the type of matters that will be promoted to employees/public and the internal process to ensure timely distribution.	FY 14/15
2c.	Utilize new technologies such as Facebook, Twitter, Nixle and CTV3 to interact with employees and the community.	FY 14/15
2d.	Invest in software/resources that will help streamline the flow of information to City staff and the public.	FY 15/16

Strategies

3. Improve communication between all levels of the organization.

Police Department staff set up a booth outside the library to share information about the risks of driving while intoxicated.

Strategies		Start Year
3a.	Confirm the organization's commitment to transparency by establishing an internal communication plan to engage and inform employees.	FY 14/15
3b.	Promote fairness and trust to ensure organizational behavior is consistent with City values.	FY 14/15

4. Establish employee compensation that attracts and retains a highly qualified workforce.

Strategies		Start Year
4a.	Ensure compensation is sufficient to attract and retain properly skilled employees and is comparable to other public agencies.	FY 14/15
4b.	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.	FY 14/15
4c.	Actively seek out a diverse and talented pool of candidates who possess the values and skills consistent with organizational goals.	FY 14/15

Strategies

5. Create a culture of innovation and efficiency within the organization.

The Public Works Agency set up a sample intersection at the 2013 Park(ing) Day event to demonstrate safe practices when crossing the street.

Strategies		Start Year
5a.	Promote the use of new technology to improve the delivery of services and information to staff and the community. Projects include: a. Parking meter collection, water meter reads, street lights, etc. b. Promoting a paperless environment (e.g. paperless checks, payroll self-serve, e-payables, expanded use of laser fiche document management, etc.) c. Evaluating e-mail storage d. Surveying departmental needs	FY 14/15
5b.	Facilitate employee engagement through an incentivized employee suggestion program.	FY 14/15
5c.	Promote an innovation and efficiency program to achieve a cost savings goal of 1% and establish goals for subsequent years.	FY 14/15
5d.	Encourage fully-analyzed risk taking by avoiding punitive reaction to failure.	FY 14/15
5e.	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.	FY 14/15
5f.	Explore opportunities to engage with outside agencies, both private and public, to share information and increase efficiencies.	FY 14/15

Strategies

6. **Provide a positive workplace environment that supports the health of its employees and celebrates its success.**

	Strategies	Start Year
6a.	Create a culture of positive motivation through an employee reward and recognition program.	FY 14/15
6b.	Re-establish annual employee celebratory events.	FY 14/15
6c.	Document, celebrate and share stories with the community, highlighting improvements and accomplishments provided by employees.	FY 14/15
6d.	Create a citywide program designed to help employees manage their health and wellness.	FY 14/15

7. **Develop a culture of motivated and innovative leaders in the organization.**

	Strategies	Start Year
7a.	Reactivate the Public Business Concepts program (including total quality management) to provide training opportunities that reflect the key values of the organization.	FY 14/15
7b.	Establish methods for capturing organizational knowledge and expertise through a formal mentoring program.	FY 14/15
7c.	Implement a Leadership by Example initiative which affirms management's commitment to organizational principles and values.	FY 14/15
7d.	Provide training opportunities, an empowered and positive work environment, career growth potential and encourage high morale based on core values and ethical principles.	FY 14/15