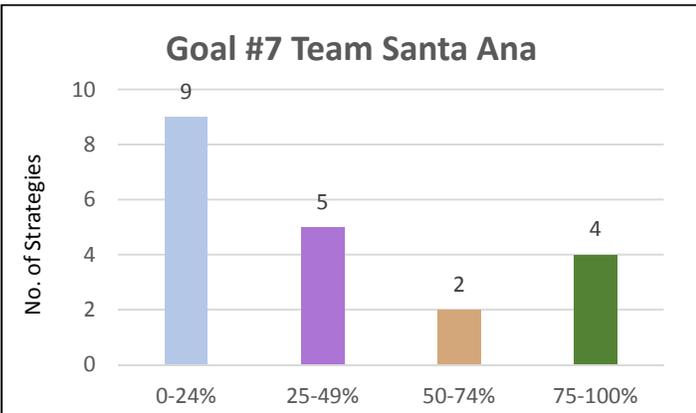
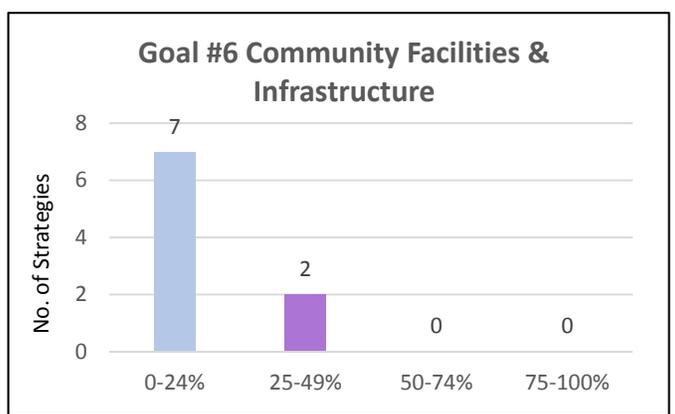
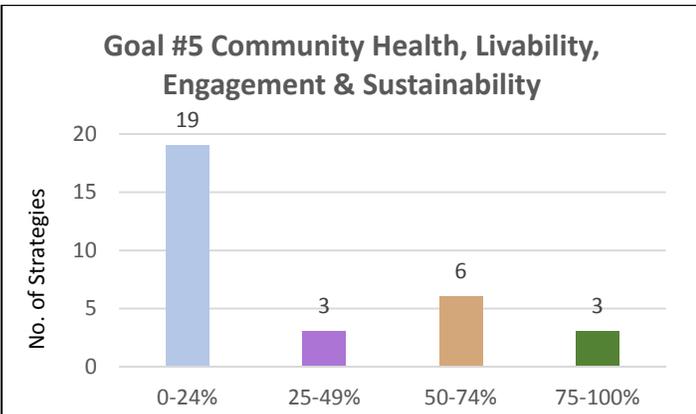
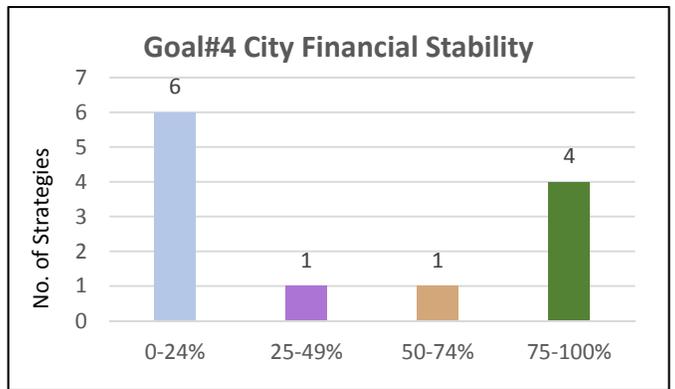
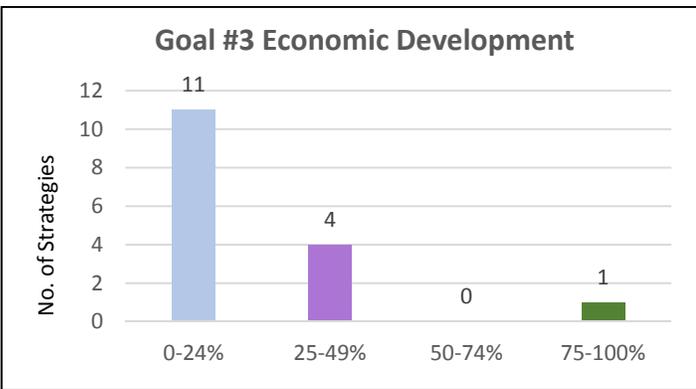
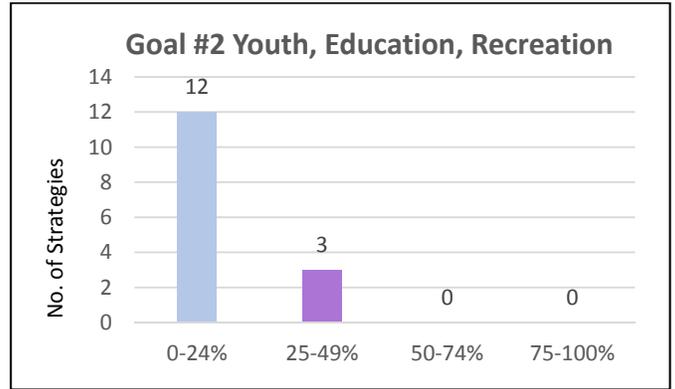
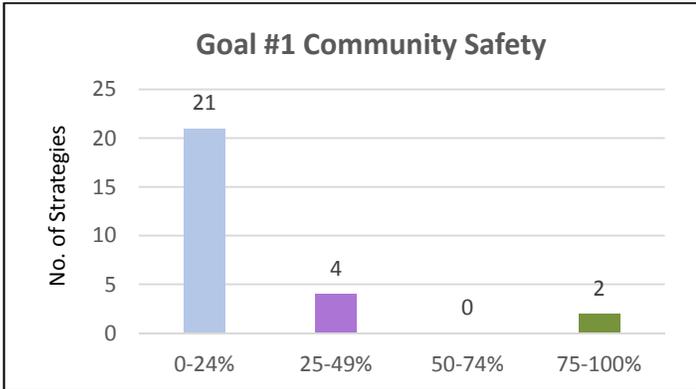


# City of Santa Ana

## Strategic Plan Summary - September 2014

This summary overview provides the current status of strategies within each goal. Additional details are included in the Monthly report.



**Percentage Completed Color Key:**

- 0 - 24% Necessary steps to accomplish the strategy are in early development.
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# City of Santa Ana

## Monthly Report - September 2014

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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
<b>Goal 1 - Community Safety</b>							
<b>Objective 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.	SAPD	Ken Gominsky	<ol style="list-style-type: none"> <li>1. Establish Internal committee</li> <li>2. Network with City staff on best practices for outreach</li> <li>3. Identify key stakeholders</li> <li>4. Hold Community Forums</li> <li>5. Create Survey</li> <li>6. Identify marketing strategy to ensure community engagement</li> </ol>	<ol style="list-style-type: none"> <li>1. Pending City "Community Engagement Plan"</li> <li>2. Community Outreach meetings are beginning to be scheduled</li> </ol>	12%	FY 2014-15	FY 2014-15
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.	SAPD	Ken Gominsky	<ol style="list-style-type: none"> <li>1. Identify key stakeholders, internal and exterior</li> <li>2. Utilize community survey results to drive analysis</li> <li>3. Perform internal analysis on current programs and gauge effectiveness</li> <li>4. Liaison with internal and external groups by way of focused engagements</li> <li>5. Publish community policing plan</li> </ol>	<ol style="list-style-type: none"> <li>1. Pending City "Community Engagement Plan"</li> <li>2. Internal review of current COP programs in ongoing</li> </ol>	12%	FY 2014-15	FY 2015-16
c. Deliver crime prevention/community policing programs based on the community policing plan.	SAPD	Ruben Ibarra	<ol style="list-style-type: none"> <li>1. Re-initiated Officer Reggie Program for school year</li> <li>2. Two Traffic Safety Presentations at Wilshire Square Neighborhood Assoc. Movie Night and Santa Ana Zoo</li> </ol>	<ol style="list-style-type: none"> <li>1. Positive community relations</li> <li>2. On-going and continuous dialogue with members of the community</li> <li>3. Measureable success in enforcement activities</li> <li>4. Formalized method/delivery of our community outreach efforts.</li> <li>5. Secured funding from OTS for 2014-15 Funding includes the procurement of a DUI/Traffic Safety Vehicle.</li> </ol>	10%	FY 2015-16	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.	SAPD	Steve Colon	<ol style="list-style-type: none"> <li>1. Develop an updated Domestic Violence pamphlet which identifies signs of Domestic Violence, prevention tools, and resources.</li> <li>2. Partner with non-profits and community organizations to educate community members on domestic violence, sexual assault and child abuse.</li> <li>3. Partner with Victim-Witness program to aid DV victims with follow-up resources.</li> <li>4. Enhance field officer responses to sexual assault investigations.</li> <li>5. Conduct parenting classes that include education on Domestic Violence, Child Abuse, internet use and responses to various juvenile behaviors.</li> </ol>	<ol style="list-style-type: none"> <li>1. The Domestic Violence pamphlet has been completed and approved. Translation to Spanish/Vietnamese in progress.</li> <li>2. Two meetings have taken place to clarify content and schedule. Attended roundtable Meeting with over 10 LHA promotores and staff. Continued researching best practices at other agencies.</li> <li>3. On-going and operational</li> <li>4. Roll Call training conducted</li> <li>5. Parenting classes have been completed and others scheduled.</li> </ol>	10%	FY 2015-16	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).	SAPD	Ruben Ibarra	<ol style="list-style-type: none"> <li>1. Police Dept., Public Works and the City PIO have met to discuss and formalize our unified response.</li> <li>2. Continue to meet on a regular basis to address our methodology.</li> </ol>	During the beginning of the school year, Motor Officers conducted 14 special enforcement operations traffic violators around school areas to enhance pedestrian safety.	10%	FY 2014-15	Ongoing

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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.	SAPD	Jonathon Paulson	<ol style="list-style-type: none"> <li>1. Create a visual model for education, prevention, and enforcement/community engagement programs.</li> <li>2. Begin preparing rough draft of strategy model.</li> </ol>	<ol style="list-style-type: none"> <li>1. Met with Cmdr. Franks and Cmdr. Colon and received input for existing education, prevention, and enforcement programs.</li> <li>2. Identified existing non-profit/faith-based groups to support strategies.</li> <li>3. Identified that national programs are labor intensive and will require too much time to incorporate.</li> </ol>	20%	FY 2014-15	Ongoing
g. Participate and collaborate with government agencies and community groups to assist in reducing criminal behavior and providing resources for the homeless population.	SAPD	Ruben Ibarra	<ol style="list-style-type: none"> <li>1. Met with Civic Center Security Committee-A collaboration of County Officials, PD and Public Works.</li> <li>2. Identified a new 501c3 program to partner with.</li> <li>3. Met with County and developing a plan to have County Employees ride with Civic Center Patrol to assist with individuals with Mental Health issues and also provide other resources.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identified the need to meet more frequently.</li> <li>2. Evaluating improving communication with all departments within County and City.</li> <li>3. Exploring the development of a complaint form for PD and Sheriffs to identify reoccurring problems.</li> <li>4. Assist individuals with finding stable housing by pairing individuals with available resources throughout the County.</li> </ol>	10%	FY 2014-15	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.	SAPD	Christina Holland	Met with various non-profit organizations who want to assist with the Restorative Justice initiative. Awaiting a response from DA's Office and APD to discuss the feasibility. Summary document to be created to list those organizations and details regarding what services they offer as it relates to this project.	Gathering all researched information and identifying several organizations that currently work with the City as it relates to diversionary programs and Restorative Justice initiatives.	15%	FY 2014-15	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.	SAPD	Robert Carroll	<ol style="list-style-type: none"> <li>1. Subcommittee has been developed to identify best practices and improve processes.</li> <li>2. Implemented continuous recruitment of Police Officer positions.</li> <li>3. Completed new officer profile.</li> <li>4. Identified funding for recruitment activities.</li> <li>5. Identify outreach team and develop outreach schedule.</li> <li>6. Finalize recruitment materials, including recruitment video.</li> <li>7. Evaluate ways to enhance Web presence.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recruitment subcommittee continues to meet regularly.</li> <li>2. Began process of updating recruitment materials, including recruitment video.</li> <li>3. Continuous recruitments allow qualified applicants to apply at any time.</li> <li>4. Officer profile provides an additional tool for selecting the best applicants for Santa Ana.</li> <li>5. Finalized and printed new Police Officer job flyer.</li> <li>6. Staffed recruitment booth at Tustin Tiller Days to recruit Police Officers.</li> </ol>	15%	FY 2014-15	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.)	SAPD	Ken Gominsky	<ol style="list-style-type: none"> <li>1. Network with City staff to determine needs assessment.</li> <li>2. Coordinate with Downtown stakeholders for needs assessment.</li> <li>3. Work with outside contractor to identify possible security upgrades (cameras) and possibilities for deployments.</li> <li>4. Review needs assessments with all parties.</li> <li>5. Create road map for implementation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Video needs assessment received and in final review.</li> <li>2. Preliminary meetings with City stakeholders completed.</li> </ol>	12%	FY 2013-2014	FY 2014-2015



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
<b>Objective 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.	SAPD	Pete Semelsberger	The police department completed the business case, issued an RFP, received proposals, formed a selection committee and have narrowed the list down to two final vendors. Site visits are being conducted and the committee hopes to have a final vendor chosen by October. The department will then enter contract negotiations and begin the conversion process, which is expected to take 18 months to two years.	RFCA for Council consideration expected in the winter/spring. Implementation expected to begin in the spring/summer.	25%	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.	SAPD	Christopher Revere	1. New social media vehicles (i.e., Instagram, etc.) have been implemented, and existing ones improved, to facilitate communication with external stakeholders. 2. Update of PD website to allow easier communication with PD	1. Increased social media footprint by tripling (approx.) the amount of social media releases. 2. FB Posts being "boosted" on a select basis to increase reach of social media outreach. 3. PD Website updated on an ongoing basis to increase usefulness to visitors 4. Developing a comprehensive social media plan for PD.	30%	FY 2014-15	Ongoing
c. Purchase and install new in-car computers in patrol vehicles to facilitate enhanced information sharing and timely police response.	SAPD	Doug McGeachy	1. Gathered information from local agencies on potential consultants to help with the research and implementation of the project. 2. Subcommittee members identified and briefed on committee goals. The Committee will be meeting in October to establish RFQ for consultant. Consultant will assist with development of RFP and specifications.	1. Attended several vendor demonstrations regarding potential designs. 2. Identified funding.	10%	FY 2014-15	FY 2015-16
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).	SAPD	Jason Viramontes	1. Formulate a budget to be able to use multi-media resources to promote program 2. Develop a group of team members from various divisions within the Police Department 3. Create a partnership with OCFA for expansion of the program 4. Identify community groups to target for the dissemination of information 5. Deliver information to target groups and media outlets	1. Budget meeting with Robert Carroll 10/06/14 2. Prospective team members have been identified. 3. Mid-level supervisors have been selected 4. Committee selection in progress 5. Selected topics for monthly dissemination of information is being researched	15%	FY 2014-15	Ongoing
e. Update the City's Emergency Operation Center (EOC) emergency preparedness plan to include a community evacuation strategy to respond to natural disasters.	SAPD	Ken Gominsky	1. Hire full time City Emergency Manager 2. Perform needs assessment based on review of current plans 3. Direct EM to engage internal and external stakeholders 4. Refresh/Update plan	1. Emergency Manager attended September Festival and SOMOS 2. EM attended numerous community events in preparation for Community Preparedness day in 2015 3. EM has continued evaluating the City's Emergency Preparedness Plans.	12%	FY 2014-15	Ongoing



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
f. Partner with emergency assistance and disaster relief organizations to promote community awareness of emergency preparedness (e.g. citywide community preparedness day).	SAPD	Ken Gominsky	1. Hire full time City Emergency Manager 2. Perform needs assessment pertaining to capabilities of partnering agencies. 3. Connect with internal and exterior stakeholders to identify best practices. 4. Begin planning of Community Preparedness Day	1. Emergency Manager has started 2. EM has met with City Stakeholders and Elected Officials 3. EM Planning for Great Shake Out ongoing	12%	FY 2014-15	Ongoing
<b>Objective 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.	SAPD	Robert Carroll	1. Evaluate contracts as they are renewed to identify efficiencies and potential cost savings. This will sometimes mean adding services and/or increasing use of technology to reduce staff time and liability. 2. Continue to document and support the efficient use of funds. 3. Develop spending plans to document how programs are funded and establish timelines. 4. Contracts are being evaluated monthly. 5. Plan to start creating budget activity details in the fall. 6. Command staff continues to work on spending plans.	1. City Purchasing Ordinance is being followed. 2. Training on City purchasing requirements, polices and procedures is provided to staff. 3. Products and services continue to be competitively bid. 4. Implemented electronic handheld ticket writers. 5. PD continues to look to technology for efficiency and cost savings.	35%	FY 2014-15	Ongoing
b. Promote ongoing efforts to obtain grant funding for activities that will assist in preventing, enforcing and reducing criminal activity and traffic collisions.	SAPD	Enrique Esparza	Met with Police Administrative Manager who provided current grant summary including totals of each grant award.	Will provide report indicating current grant awards targeted at: 1. Prevention 2. Enforcement and 3. Reduction of criminal activity and traffic collisions. This will determine a baseline where we are at and where we want to be in each area.	15%	FY 2014-15	Ongoing
<b>Objective 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.	SAPD	Ann Matulin	1. Coordinate effort with CM, HR, Chief's, Attorney, and Finance Offices. 2. Develop best business model for City. 3. Develop cost effective operations. 4. Generate increased revenue. 5. Present RFCA for Booking Fees & PTS programs to City Council 10/21/2014 6. Present RFCA to council to enter into contractual housing with Bureau of Prisons (BOP)	1. Created PT Correctional Officer to reduce staffing costs (20 applicants to backgrounds). 2. Utilized Cadet/PT in position previously handled by CO. 3. Negotiated US Marshal per diem increase. 4. Bkg fees & PTS briefly presented at Public Safety mtg 5. New medical vendor implementing more operational & cost effective inmate service	30%	FY 2014-15	Ongoing

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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
<b>Objective 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.	SAPD	Jason Viramontes	1. Establish a working committee of SAPD and OCFA staff to develop framework of report. 2. Research and document current levels of service. 3. Determine proposed levels of service, given available funding.	1. A Sergeant has been selected to help facilitate planning and liaison with OCFA 2. Inventory of the current resources/equipment available to patrol is currently under way. 3. Staffing report figures from the University of North Texas have been completed and submitted to the Police Department. 4. A preliminary planning meeting to include OCFA personnel has been set for 10/21/14	15%	FY 2014-15	Ongoing
b. Provide Police and Fire/Emergency Medical Services report to City Council on an annual basis to review and identify opportunities for improvement.	SAPD	Doug McGeachy	Met with Division Chief Leonard to discuss possible designs and relevant information with Fire Department. Possible format identified. Discussions with Fire will continue throughout year.	Design and content ideas identified.	10%	FY 2014-15	Ongoing
<b>Objective 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.	OCFA	Devin Leonard	Continue to modify OCFA monthly report to ensure community outreach efforts are in line with City expectations	Transparency of fire service activities, throughout the City, are now visible to the public on the City's website.	75%	FY 2014-15	FY 2014-15
b. Develop and implement a Fire/Emergency Medical Services major incident notification process to better communicate with community members during emergencies.	OCFA	Devin Leonard	OCFA has implemented our new CAD system. The ability to provide community access to current emergency incidents is still being evaluated.  DC Leonard continue to monitor the progression of the CAD implementation and determine when public access to active incidents will be accessible.	Completion of this strategy will provide the citizens of Santa Ana the ability to query "active fire service incidents" online.	10%	FY 2014-15	FY 2014-15
c. Continue to develop and implement joint command level training in collaboration with the Police Department's Emergency Operations Coordinator.	SAPD	Ken Gominsky	1. Hire full time City Emergency Manager 2. Perform needs assessment of current EOC. 3. Identify training needs on a City wide basis	1. Active shooter drill at Mainplace Mall is ongoing and scheduled for October bringing together Police, Fire and schools disciplines 2. Needs assessment for the EOC is ongoing 3. EM has met with Risk Management and will be compiling the training related needs assessment for the City	12%	FY 2014-15	Ongoing
d. Develop a Fire Explorer Program to engage children and young adults interested in a career in fire and emergency medical service.	OCFA	Dave Spencer	The Fire Explorers continue to conduct weekly training and education. Several of the Explorers are working towards their certification to "ride-along", a significant milestone in the development of the individual Explorers. Continue to develop existing Explorers and evaluate the timing for the recruiting of additional Explorers.	Continue to advance individual explorers through the training/education process.	75%	FY 2014-15	FY 2015-16



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
e. Develop a Fire Corps Program to support Fire and Emergency Medical Services through community involvement and volunteering.	OCFA	Devin Leonard	DC Leonard continue to monitor OCFA's ability to expand the existing Fire Corp's program to include the citizens of Santa Ana.	Completion of this strategy will provide the citizens of Santa Ana the ability to participate in a volunteer group providing logistical support to community education, fire prevention, and support of large scale (multi-day) emergencies.	0%	FY 2015-16	FY 2016-17
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.	SAPD	Christina Holland	Compiling a list of programs Santa Ana College is currently offering to assist with re-entry for Santa Ana offenders. Program coordinator will also be providing a list of additional programs that may assist with this objective, but are not currently offered due to inmate population but can be created if the need for such programs are verified.	Many classes currently offered are driven by the inmate population and those wanting to attend a particular course. There must be an enrollment of 20 per class to make the course cost effective. Otherwise, the college will be forced to drop the program.	15%	FY 2014-15	Ongoing
<b>Goal 2 - Youth, Education, Recreation</b>							
<b>Objective 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	Heather Folmar	Began integrating the goals and objectives of the summit with the goals and objectives of the youth civic engagement initiative.	Have begun developing an action plan showing the steps needed to be taken to convene the summit and define how the youth civic engagement will be part of the summit.	10%	FY 2014-15	FY 2014-15
b. Adopt a master joint-use agreement with Santa Ana Unified School District.	PRCSA	Ron Ono	Prepare Master Joint Use agreement with SAUSD.	Master Joint Use Agreement submitted to SAUSD staff for review. Will be preparing attachments to agreement of each park/school requirement.	30%	FY 2015-16	FY 2015-16
c. Explore new joint-use opportunities with Santa Ana's four School Districts and partnership opportunities with local museums, art and cultural institutions.	PRCSA	Jeanie Jurado	Began making plans to make an inventory of the joint-use opportunities with Orange Unified School District, Garden Grove Unified School District, Tustin Unified School District, and partnership opportunities with Bowers and Heritage Museum, the Old County Courthouse, and other cultural organizations in town.	Began discussions to develop an action plan to help implement strategy.	5%	FY 2017-18	Ongoing
<b>Objective 2 - Expand youth programming.</b>							
a. Focus resources on quality youth engagement, civic awareness, enrichment and education programs (i.e. youth camping trips) and expand after-school programs during out-of-school hours at the library and community centers.	PRCSA	Jeanie Jurado	<ol style="list-style-type: none"> <li>The Catalina Summer Camp has just been completed and was very successful.</li> <li>Afterschool Program staffing is in the process of being hired.</li> <li>Recruitments for the Youth Civic Engagement Interns have just been started.</li> </ol>	<ol style="list-style-type: none"> <li>Camp was completed successfully on August 4-8, 50 participants attended along with volunteers and staff</li> <li>After School Program: The Recreation Program Coordinator &amp; Recreation Leader Position closed on and hiring pending approval</li> <li>Youth Civic Engagement intern job flyers have being finalized hiring pending approval.</li> </ol>	35%	FY 2014-15	Ongoing
b. Expand the youth sports program so that youth recreational opportunities are established year-round.	PRCSA	Jeanie Jurado	Youth Sports: a recruitment for a Recreation Program Coordinator and Recreation Leader was opened on 7/11/14 ( these positions will also help with Goal #31 After School Programs). These position are expected to filled in October.	Youth Sports: The Recreation Program Coordinator & Recreation Leader Position closed on 8/4/14 and the next step is to screen the applicants, select and hire by October. Hiring Pending approval.	15%	FY 2014-15	Ongoing

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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
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.	TBD	TBD	TBD	TBD	TBD	FY 2015-16	Ongoing
d. Coordinate a Youth Leadership/Student Government Day.	TBD	TBD	TBD	TBD	TBD	FY 2015-16	Ongoing
f. Develop a process for youth sports scholarship programs.	PRCSA	Jeanie Jurado	The scope and focus of this program was discussed at the July 28 PREY Council Committee.	The scope and focus for this program will be presented to the full City Council on October 21, 2014.	35%	FY 2014-15	Ongoing
<b>Objective 3 - Expand use of technology as a tool for communication and education in the community.</b>							
a. Launch new youth focus CTV3 programming.	PRCSA	Heather Folmar	Began developing a plan on the youth focus shows that will be developed for broadcast on CTV3 and the Internet.	Directed staff to develop a timeline for the production of this TV programming and present to Executive Director for his review by February 2015.	5%	FY 2014-15	FY 2014-15
b. Create web resource for youth that will include internships, scholarships, college information, job opportunities, and career days.	PRCSA	Heather Folmar	Began developing a plan for a new web architecture to show web content that will be focused on providing youth with information about opportunities for internships, scholarships, college information, job opportunities, and career days.	Directed staff to develop a timeline for the production of this web resource and present to Executive Director for his review by March 2015.	5%	FY 2015-16	FY 2015-16
c. Review web, social media, and CTV3 services and develop new strategies for more effective use.	PRCSA	Heather Folmar	The plan for a new web architecture to show web content that will be focused on providing youth with useful information will include a strategy on how the web content, social media, and CTV3 videos will leverage each other for the benefits of supporting youth to continue to advance in a positive direction.	The web resource timeline presented to the Executive Director in February 2015 will present the steps needed to be strategically more effective in integrating, video, web, and social media.	5%	FY 2017-18	FY 2017-18
d. E-Library program funding including leveraging 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	Heather Folmar	Library staff is in the process of developing a Management Intern position that will help develop a plan for the Library to help promote all the E-Library services provided by the Santa Ana Library system. Also, staff is developing a list of the E-Library services that will be added to the existing system in order to advance the impact of these services in the community.	Staff have committed to developing an E-Library services to the Executive Director for his review by the end of January 2015.	10%	FY 2015-16	Ongoing
<b>Objective 4 - Partner with groups and organizations to promote education, senior services, job training and development for all Santa Ana residents.</b>							
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).	CDA	Carlos de la Riva	Collaborate with the "Doing What Matters" Community College Initiative to develop "stackable" certificate training focusing on priority sector skill needs. Explore funding opportunities to supplement existing workforce funding.	Expansion of Training Opportunities for Santa Ana residents.	10%	FY 2014-15	Ongoing



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
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.	CDA	Carlos de la Riva	Collaborate with SAUSD to expand workforce services throughout local schools and related institutions. Promote programs at locations where disconnected youth congregate.	Expansion and Funding of Training Opportunities for Santa Ana residents.	10%	FY 2014-15	Ongoing
c. Continue to expand services and programs at the senior centers specifically in the areas of continuing education, mentoring and recreation.	PRCSA	Jeanie Jurado	Planning to meet with staff and direct them to provide an inventory of services currently provided to both senior centers.	Will be scheduling this planning meeting with staff in February 2015.	0%	FY 2014-15	Ongoing

### Goal 3 - Economic Development

#### Objective 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.

a. Complete a comprehensive economic development strategy.	CDA	Marc Morley	Release RFQ in October. Procure consultant. 6-9 months of strategy development. Implement Strategy.	Citywide Economic Development Strategy to guide Economic Development activities in Santa Ana.	20%	FY 2014-15	FY 2015-16
b. Establish a Santa Ana Business Advisory Committee.	CDA	Marc Morley	Establish Economic Development Taskforce. Hold bi-monthly meetings	Action items from ED Taskforce will be forwarded to Council for approval. Taskforce will guide development of Economic Development Strategic Plan	100%	FY 2014-15	FY 2014-15
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.	CDA	Marc Morley	Develop new citywide marketing strategy to attract and retain businesses. Work with downtown associations, South Main street businesses, local Chambers of Commerce on joint marketing strategy. Develop advertisements and ads for local magazines and newspapers.	New branding and marketing materials for City. Increase in business attraction opportunities to City.	20%	FY 2015-16	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	Marc Morley	Leakage analysis completed through development of ED Strategy. Identify business types to fill gaps. Develop Buy Local Marketing Plan.	Buy Local Marketing Strategy and Plan.	20%	FY 2014-15	Ongoing

#### Objective 2 - Create new opportunities for business/job growth and encourage private development through new General Plan and Zoning Ordinance policies.

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.	PBA	Karen Haluza	<ol style="list-style-type: none"> <li>Review submissions for Community Engagement Plan (Due on Oct. 16th).</li> <li>Identify Advisory Committee to review Community Engagement Plan RFQ submissions.</li> <li>Review Advisory Committee recommendations with CC Subcommittees</li> <li>Select Community Engagement Plan Consultant.</li> <li>Submit Community Engagement plan contract for approval by City Council.</li> </ol>	<p>The Community Engagement Plan will form the basis for future public engagement efforts, including those used for the Vision Plan, General Plan and Zoning Code.</p> <p>The updated General Plan will incorporate the Goals and Policies identified in the Community Engagement and Visioning Plan as well as maintain consistency with already adopted elements (Housing, Circulation)</p>	10%	FY 2013-14	FY 2015-16
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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
b. Update the City's Zoning Ordinance to be consistent with the updated General Plan and include equitable, innovative, business friendly zoning practices.	PBA	Karen Haluza	1. Complete Community Engagement Plan which will form the basis for the General Plan and Zoning Code Update. 2. Amend the General Plan to incorporate the Goals and Policies of the Community Engagement plan and already adopted elements of the General Plan. 3. Amend the Zoning Code to be consistent with the General Plan and Community Engagement Plan.	The Community Engagement Plan will form the basis for future public engagement efforts, including those used for the Vision Plan, General Plan and Zoning Code.  The updated General Plan will incorporate the Goals and Policies identified in the Community Engagement and Visioning Plan as well as maintain consistency with already adopted elements (Housing, Circulation)	10%	FY 2014-15	FY 2015-16
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	Marc Morley	Complete Fixed Guideway Project. Complete update of General Plan.	New zoning and potential new development opportunities along transit corridor. New businesses along transit corridor will support increase in General Fund revenue through increase in sales tax.	10%	FY 2014-15	FY 2018-19
<b>Objective 3 - Promote a solutions-based customer focus in all efforts to facilitate development and investment in the community.</b>							
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.)	CDA	Marc Morley	ED Taskforce will evaluate fees and current site plan and permit review process. Will recommend enhanced efficiencies which will improve performance and process. CDA and Planning will work to recommend incentivized development agreements that are creative and help both the City and new development/business.	Increased number of sales tax sharing agreements. City department collaboration leads to more streamlined development process. ED Taskforce approved 24-hour Inspection turnaround. Adaptive reuse ordinance going to be reviewed by Taskforce at 10/14 meeting.	20%	FY 2013-14	Ongoing
<b>Objective 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.	CDA	Leigh Eisen	Form a Downtown Streetscape Committee to identify projects and initiatives and create a timeline for implementation. Partner with local groups (LHA, SABC, DTI) to fund and implement Wellness Corridor and other improvements. Implement Tracking & Monitoring Program to ensure quality/safety of all streetscape elements.	A cleaner, safer, more attractive Downtown. Increased community engagement. Increased pedestrian and bike safety.	20%	FY 2014-15	FY 2015-16
b. Create a comprehensive program to manage parking that includes innovative strategies to provide parking, create revenue and enhance accessibility in the downtown.	CDA	Leigh Eisen	Installed smart meters with sensors and pay-by-cell; Analyze IPS data and change meter hours/rates accordingly; Install credit card readers in garages; Convert to unstaffed, pay-on-foot garages; Upgrade parking garages; Create and distribute user friendly parking info; Change parking ordinance(s) to allow hours and rates consistent with usage.	A convenient, customer-friendly and safe parking experience for Downtown visitors. Increased revenue for the City and Downtown.	30%	FY 2013-14	FY 2014-15



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d. Support the already-established and growing community of artists living and working downtown through support and promotion of artist events and activities.	CDA	Leigh Eisen	Create strategic marketing plan to promote the arts downtown. Identify and install artistic outdoor elements downtown.	A thriving "creative downtown" that embraces, promotes and attracts artists of all ages and experience levels. A streetscape experience that reflects the creative culture of Downtown.	25%	FY 2013-14	Ongoing
e. Encourage downtown entertainment venues and outdoor dining.	CDA	Leigh Eisen	Creation and promotion of entertainment permit. Currently working with downtown merchants to install sidewalk cafes and bistro seating adjacent to eateries or in public/inactive spaces.	Increased entertainment venues and outdoor dining.	30%	FY 2014-15	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	Leigh Eisen	Creation and implementation of comprehensive downtown marketing plan to attract new businesses and new customers.	Define and promote the Downtown Santa Ana brand. Offer a diverse and authentic retail experience to a diverse group of customers.	22%	FY 2014-15	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	Marc Morley	Support redevelopment of YMCA project with streamlined permit process. Encourage and support development of 3rd and Broadway Parking Structure through concerted business attraction efforts and leads. Streamline process for development of Saddleback Inn Site. Research and inventory other underutilized sites for potential development.	Completion of YMCA redevelopment project. Completion of 3rd and Broadway Development project. Completion of Saddleback Inn development project. Inventory of other underutilized sites for development.	15%	FY 2014-15	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	Marc Morley	Through the development of the City's Economic Development Strategic Plan, the City's industry clusters will be identified. Business retention and attraction strategy will be developed to enhance existing cluster industries in the City.	Established and prosperous business sectors will increase sales tax to the City's General Fund.	10%	FY 2013-14	FY 2014-15
c. Develop a knowledge base to foster economic development by partnering with non-profit organizations.	CDA	Marc Morley	Monthly meetings with Small Business Administration and SCORE. Continue monthly meetings with Chamber of Commerce. Collaborate with Orange County Business Council.	Orange County Business Council is active member of ED Taskforce. Collaborations with Chamber of Commerce such as partnering on formation of Economic Development Council.	30%	FY 2014-15	Ongoing



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<b>Goal 4 - City Financial Stability</b>							
<b>Objective 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.	FMS	Waldo Barela	1. Obtain asset listings: <ul style="list-style-type: none"> <li>a) As recorded by Accounting</li> <li>b) Liability (Personnel)</li> <li>c) GIS-PWA</li> </ul> 2. Reconcile asset listings 3. Consolidate asset list 4. Distribute list to departments for changes 5. Finalize comprehensive list and post Phase II: Develop maintenance plan (FY 15-16)	Have a comprehensive list of City buildings and facilities and post.	15%	FY 2014-15	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.).	FMS	Waldo Barela	1. Identified vendor 2. Review vendor & establish agreement 3. Review test-site with vendor 4. Provide budget numbers & reconcile postings 5. Set launch date 6. Contract & post Phase II: Implementation of an open checkbook (FY 14-15)	Post historical and budget numbers on interactive website. Post monthly checkbook information on website.	55%	FY 2014-15	FY 2014-15
c. Continue to conduct Community Budget Outreach meetings that provide budget and financial information.	FMS	Francisco Gutierrez	Develop agenda for October 2014 meeting: <ul style="list-style-type: none"> <li>a) Include year-end results</li> <li>b) Approved budget update</li> <li>c) 1st quarter results</li> </ul>	Conduct community outreach meetings.	10%	FY 2013-14	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.	FMS	Waldo Barela	1. Survey departments for required financial indicators 2. Identify portal that properly displays relevant financial information 3. Setup of portals 4. Post portals	Provide access financial health tools to EMT and management.	10%	FY 2013-14	FY 2014-15
<b>Objective 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 an alignment with the financial forecast and strategic plan.	FMS	Francisco Gutierrez	1. Create a preliminary budget calendar for FY 15-16 2. Submit to CMO for approval 3. Inform EMT 4. Adopt financial forecast 5. Align proposed FY 15-16 budget with adopted financial forecast	Approve budget calendar; update financial forecast, and have the proposed budget in alignment with the adopted financial forecast.	35%	FY 2014-15	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.	FMS	Francisco Gutierrez	1. Define baseline forecast and assumptions 2. Review baseline assumptions as it relates to actual revenues & expenditures 3. Make modifications to the forecast 4. Submit revised forecast to CMO for approval	Provide updated financial forecasts.	10%	FY 2013-14	Ongoing



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
d. Conduct an assessment of the City's debt and refinancing options to achieve savings.	FMS	Francisco Gutierrez	1. Review city's current debt & refinancing options 2. Refinance the Police Holding & Admin. Facility, Ross Annex and the Parking Structure Lease 3. Refinance 2004 water system bonds Phase II: Continue evaluation of other refinancing opportunities	Complete	100%	FY 2014-15	FY 2014-15
<b>Objective 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.	FMS	Francisco Gutierrez	1. Develop a fair & equitable UUT ordinance for Council's consideration 2. Council approved ordinance 3. Prepare ordinance for voter consideration on Nov 4, 2014	Complete	100%	FY 2013-14	FY 2013-14
b. Expand the budget and reserve policy to all funds to improve the overall fiscal health of the City.	FMS	Francisco Gutierrez	1. Identify best practices of reserve levels for internal and enterprise operations 2. Revise Fiscal Policy to reflect reserve levels 3. Submit for CMO approval	Allocate an appropriate percentage of operations to fund reserves for depts./divisions that utilize internal service, special revenue, and enterprise funds.	15%	FY 2014-15	FY 2015-16
c. Implement a plan to achieve a General Fund budgetary fund balance of 20% of expenditures.	FMS	Francisco Gutierrez	Identify current reserve fund balance & delineate the 20% reserve fund allocation	Develop plan to achieve and maintain the 20% reserve balance.	90%	FY 2013-14	FY 2015-16
d. Establish a committee of City staff to explore innovative revenue and cost recovery strategies (i.e. full cost recovery, receivership program, etc.).	FMS	Francisco Gutierrez	1. Compile list of methodology & calculation for full cost recovery. 2. Identify new and existing Miscellaneous Fees that can reach full-cost recovery 3. Validate existing and identify new miscellaneous fees that can reach full-cost recovery 4. Provide listings of Miscellaneous Fees to Departments for full-cost recovery recommendations 5. Incorporate into Miscellaneous Fee Schedule	Implement a Miscellaneous Fee cost-recovery plan.	10%	FY 2014-15	Ongoing
e. Ensure a citywide coordinated effort to seek grant funding through the establishment of a Grant Coordinator.	CMO	Jorge Garcia	1. Assign SMA from CMO to oversee grants throughout the organization. 2. Reconstitute Grants Team quarterly meeting comprised of at least one representative from each Agency/Department to discuss current grants and opportunities for new grants. 3. Through the Grants Team, identify software/consultant to facilitate grants coordination including seeking new grants, training for staff, tracking, and oversight (i.e. eCivis, Grants Tracker, etc.) 4. Coordinate grant efforts with State and Federal Liaisons to maximize award. 5. Held seven telephone calls with State and Federal lobbyist to coordinate Grant Efforts.	In partnership with the Community Action Partnership of Orange County, the Cities of Santa Ana, Garden Grove and Anaheim were awarded a \$4 million grant from the Disease Control and Prevention (CDC). This grant focuses on public health efforts to reduce chronic diseases, promote healthier lifestyles, reduce health disparities, and control health care spending.	75%	FY 2014-15	Ongoing



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
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**Goal 5 - Community Health, Livability, Engagement & Sustainability**

**Objective 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.**

a. Develop a comprehensive Community Engagement Plan.	PBA	Karen Haluza	1. Review submissions for Community Engagement Plan (Due on Oct. 16th). 2. Identify Advisory Committee to review Community Engagement Plan RFQ submissions. 3. Review Advisory Committee recommendations with CC Subcommittees 4. Select Community Engagement Plan Consultant. 5. Community Engagement plan contract approved by City Council.	The Community Engagement Plan will expand access to information and create opportunities for stakeholders to play an active role in discussing public policy and setting priorities and will form the basis for future public engagement efforts, including those used for the Vision Plan, General Plan and Zoning Code.	15%	FY 2014-15	FY 2015-16
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	Robert Cortez	Meeting dates have been scheduled for: 10/29/14 and 3/30/15. Meetings will coincide with Budget Outreach. Will carry-out marketing and public outreach efforts to increase participation (nixle, public notice, e-mail notification, Facebook, etc.). Develop a status report and post on the City's website to continually inform the community on progress.	Provide status update to the community and stakeholders. Collect community/stakeholder feedback in order to: 1. report to the City Council and 2. adjust the Strategic Plan if necessary.	5%	FY 2014-15	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.	CDA	Scott Kutner	Continue to build partnerships, develop curriculum, format, and outreach strategy for training and recognition program to proactively engage participants, offer trainings and evaluate results and effectiveness	Implement for training program for neighborhood associations / residents, troubled home owner associations and apartment manager groups; finalize resource and recognition program for implementation on FY 2015-16.	20%	FY 2014-15	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	Tanya Lyon	Continue to explore best practices from other agencies & cities. Working with staff from CMO and Internal Strategic Communications Team to identify opportunities & find funds for improvements including: 1. Video promoting City events 2. Digital displays to promote outreach and communication at SARTC, City Hall & Council Chambers. Will continue to work with staff to increase outreach opportunities including video & partnerships, update print marketing, etc.	Improvements to the City's website resulted in an increase of 30-40k new unique hits per month (a 30% increase). Introduced business testimonials to website, partnerships with Chamber of Commerce & Westfield Mainplace Mall. A 50% increase of social media likes/participants and 10,000 person increase in Nixle subscribers.	35%	FY 2014-15	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	Maria Huizar	Voter outreach program - partnership at the following events: Dia del Nino, Cinco de Mayo, SOMOS, Fiesta Navidad. Also, updated City web information and Facebook, sent out Nixle Alert, and Employee global distribution.	Increase number of registered voters in the City of Santa Ana; Provide information on importance of voter participation and Poll Worker & Student Poll Worker Programs.	70%	FY 2014-15	Ongoing



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
f. Develop a City Community Volunteer/Internship Coordination program.	CMO	Jorge Garcia	1. Conduct Internship development meetings with a member from each Agency/Department. 2. Conduct recruitment and market throughout the community. 3. Securing hiring of 12-14 interns for fiscal year 2014/15. 4. Provide opportunities for interns to gain experience throughout the organization. 5. Conduct Police Department Background for two candidates. 6. Held City Manager presentation with interns and conducted networking session. 7. Management Intern in Personnel Agency has taken lead role in development of Internship Program.	The Intern program has provided learning opportunities for the interns and feedback from supervisors has been positive. Requests for additional interns have been received as the benefit to both the intern and the City has sparked additional opportunities. Day to day internship management has been conducted by the Management Intern in the Personnel Agency. Quarterly meetings with interns will continue to be conducted to promote development, networking, and to learn from City Executives.	90%	FY 2014-15	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.	PRCSA	Gerardo Mouet	City of Santa Ana has become members of Sister Cities International.	Have identified cities in Mexico that are open to have sister cities partnerships with cities in the United States. The creation of a Sister Cities Committee of the Arts and Culture Commission has been established and will be meeting on October 27.	5%	FY 2014-15	FY 2014-15
h. Develop a 20-year visioning plan.	CMO	Karen Haluza	Complete Community Engagement Plan which will form the basis for the General Plan and Zoning Code Update as well the Vision Plan.	Development of a long-range plan to help guide the City's future direction and provide the basis for future policy decisions.	5%	FY 2016-17	FY 2018-19
i. Partner with SAUSD, non-profits and stakeholder groups to increase outreach and public awareness of programs and events.	CMO	Tanya Lyon	Working with Internal Communications Team to identify partnerships & form partnerships. Efforts will be ongoing.	Partnered with the SAUSD to increase outreach by utilizing their e-flyer registration free of charge to increase outreach, working with a list of partner agencies including the SA Chamber of Commerce, OCTA & SAC. City wide Employee Newsletter also provides an opportunity that did not exist previously to partner with SAFCU to increase communication with our internal customers.	50%	FY 2014-15	Ongoing
<b>Objective 2 - Expand opportunities for conservation and environmental sustainability.</b>							
b. Create performance measures to track the City's progress in implementing the Climate Action Plan and other "green" efforts citywide.	PBA	Christy Kindig	Complete development of the Climate Action Plan.	Draft Climate Action Plan document, ready to start EIR process	80%	FY 2014-15	FY 2014-15



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
c. Create a green building policy that incorporates sustainable concepts into residential and nonresidential uses; support demonstration projects and best practices.	PBA	Gerald Caraig	1. Adopt Cal Green and California Energy Codes. 2. Complete Online Building Permits including Green Building and energy Efficiency measures. 3. Continue to promote "no fee solar permit" program. 4. Streamline over-the-counter solar permit issuance.	Increased number of energy efficient residential and commercial projects.  Increased number of solar installations.  Reduced plan check times for solar installation projects. 176 solar installations completed since January 1, 2014, 43% issued over-the-counter.	50%	FY 2015-16	FY 2016-17
<b>Objective 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	Housing Manager	Initiate quarterly reviews of Santa Ana's building inventory with Planning and Building Agency staff for the purpose of identifying under utilized or vacant properties and potential development concepts.	TBD	5%	FY 2013-14	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.	PBA	Melanie McCann	1. Complete and adopt Harbor Boulevard Plan 2. Utilize in-lieu fees to develop affordable housing 3. Ensure developments providing affordable housing within the development project site remain in compliance	15 units of affordable housing created as a result of Housing Opportunity Ordinance in 2013-2014.  \$1.9 million in in-lieu affordable housing money paid.  Several projects recently submitted which will be subject to Housing Opportunity Ordinance requirements.	75%	FY 2013-14	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	Housing Manager	TBD	TBD	0%	FY 2013-14	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	CMO	Alma Flores	Continuous outreach by City's Working Group on Homelessness members with key stakeholder groups; responded to requests for information/meetings from the Council and the public. Discussion regarding City's SB 2 to be brought forward to the full Council for consideration/feedback at the 10/21/14 City Council meeting.	Special Development and Transportation Council Committee meeting held on 9/21/14 to discuss options to amend the City's SB2 Zone, consider a moratorium on the City's Ordinance and evaluate alternative sites.	15%	FY 2013-14	Ongoing
<b>Objective 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	Ron Ono	Prepare concept plans for Pacific Electric Park, Vista del Rio Park, Roosevelt/Walker Joint Use Park, Centennial Eco-Park and Library Park.	Concept plans for Pacific Electric Park and Vista del Rio Park completed. Working with SAUSD to refine Roosevelt Community Center Concept Plans. Will be working on Centennial Eco-Park and Library Park Concept Plan in May 2015.	30%	FY 2014-15	Ongoing



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
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	Jeanie Jurado	Will be scheduling a meeting with Planning and Building and CDA staff to discuss this strategy.	This meeting will be scheduled for late February 2015.	3%	FY 2014-15	FY 2014-15
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.	CDA	Scott Kutner	Develop criteria and a process for identifying improvements, initiatives and areas that staff intend to focus upon for resource investments and partnerships	Identify strategic resources, programs and services including partnership with Orange County Charitable Ventures and non profit fund as a vehicle for fundraising, that will enhance quality of life in key neighborhood associations selected and integrate inter-agency teams, community-based organizations, non-profits and faith-based groups.	10%	FY 2015-16	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.	CDA	Scott Kutner	Develop criteria and a process for identifying improvements, initiatives and areas that staff intend to focus upon for resource investments and partnerships.	Selection of residential area and implement strategies that will enhance quality of life through investment resources, programs and services in target area.	20%	FY 2014-15	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	Alvaro Nunez	<ol style="list-style-type: none"> <li>1. Continue to use volunteer program to address non-life safety violations.</li> <li>2. Continue to collaborate with the Police Department and City Attorney's Office on Medical Marijuana Enforcement.</li> <li>3. Partner with Orange County Social Services to address Hoarding and other Mental Health Issues.</li> <li>4. Fill vacant Inspector positions (2).</li> </ol>	<p>Inter-departmental task-force with OCFA, Police Department, OC Social Services.</p> <p>Implement mobile work-station technologies to increase field-time for inspectors.</p>	30%	FY 2013-14	FY 2014-15
<b>Objective 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.	PRCSA	Gerardo Mouet	The Arts and Culture Commission has established four working committees: <ol style="list-style-type: none"> <li>1) Public Art,</li> <li>2) Artists Housing,</li> <li>3) Sister Cities, and</li> <li>4) Art and Culture Events</li> </ol>	Action plans for public art projects, strategic concepts on Artists Housing opportunities, Sister Cities next steps, and the promotion of art and culture events will be advanced.	4%	FY 2014-15	FY 2015-16
b. Generate public and private support and resources to strengthen, expand and stabilize funding for the arts.	PRCSA	Jeanie Jurado	Plan to schedule a meeting with the City Attorney's Office to discuss the creation a non-profit organization that will receive private donations to help support art, culture, and recreational programs, services, and needed infrastructure.	This meeting will be scheduled in November 2014.	3%	FY 2014-15	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	Gerardo Mouet	Multiple events supporting arts and culture have been completed and some are in the process of being planned.	Plaza Primavera, Dia del Nino, Cinco de Mayo, 4th of July, Plaza Wellness, and Fiestas Santa Ana, SOMOS events have been completed.	60%	FY 2013-14	Ongoing



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
d. Create policies and guidelines for public art.	PRCSA	Gerardo Mouet	This strategy will be discussed at a future Arts and Culture Commission meeting.	A Committee on Public Arts had its first meeting on October 9 and is making plans on developing policies and guidelines for public art.	5%	FY 2014-15	FY 2015-16
<b>Objective 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	Jeanie Jurado	This strategy will start in February 2015.	TBD	0%	FY 2015-16	FY 2015-16
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	Melanie McCann	Complete and adopt the Circulation Element Update. Adopt Bikeway/Pedestrian Master Plan. Complete Annual Report on implementation of Pedestrian and Bikeway improvements.	Implement strategies and infrastructure improvements identified in the adopted Circulation Element and Pedestrian/Bikeway Master Plan.	50%	FY 2013-14	FY 2014-15
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	Jeanie Jurado	Prepared the job specifications, the hiring justifications and the supplemental questioner for 3 Wellness Education Interns ( 1 Senior Admin Intern & 2 Admin Interns). The positions are already approved to proceed to hire.	Once the job bulletins go out we will be able to get a pool of applicants to consider for hiring and start wellness education.	5%	FY 2014-15	FY 2018-19
d. Partner with the California Endowment, Schools, charitable foundations and other non-profit organizations to implement health and wellness programming (including a healthy Santa Ana website) based on quantifiable and measurable data.	PRCSA	Jeanie Jurado	This strategy will start in January 2015.	TBD	0%	FY 2014-15	Ongoing
e. Expand Senior Center programming to provide greater enrichment and explore activities in art, culture and health.	PRCSA	Jeanie Jurado	Will meet with staff and develop an inventory of services currently provided to both senior centers.	Meeting is scheduled for February 2015.	0%	FY 2014-15	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.)	PBA	Melanie McCann	Work with the selected consultant to determine the best approach to integrate health and wellness into Visioning Plan and General Plan Update. Incorporate health goals and policies into the CIP and other implementation plans that address health (General Plan, Zoning Ordinance).	Improved communications between Public Works, Planning Division and Parks and Recreation regarding infrastructure improvements. Increased access to opportunities for recreation and health identified in the General Plan and Capital Improvement Plan.	5%	FY 2014-15	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).	PRCSA	Jeannie Jurado	Continuing to plan out the SOMOS Oct. 5 event.	Staff developed action plan and assignments for Oct. 5 event	70%	FY 2014-15	Ongoing

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# City of Santa Ana

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<span style="color: purple;">○</span> 25 - 49% Work efforts are underway to begin implementation of the strategy.				<span style="color: green;">○</span> 75 - 100% Significant progress has been made towards the completion of the strategy or strategy is fully implemented.			
Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
<b>Goal 6 - Community Facilities &amp; Infrastructure</b>							
<b>Objective 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	William Galvez	1. Infrastructure Inventory a) Categorization/Classification b) Data Collection 2. Condition Assessment 3. Action Plan	1. Awareness  2. Valuation 3. Forecast	25%	FY 2013-14	FY 2014-15
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	William Galvez	1. Define "high quality of life standard" for each asset category 2. Assess current state 3. Perform gap analysis	Investment baseline	0%	FY 2014-15	Ongoing
d. Explore creative financing options with private property owners amenable to share the costs associated with infrastructure improvements (i.e. assessment districts).	PWA	Taig Higgins	Identify potential projects/programs	List of candidate projects	0%	FY 2015-16	FY 2015-16
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	Taig Higgins	Expand existing FY 14/15 Capital Improvement Program/Community Investment Program as part of citywide FY 15/16 budget process.	Complete list of funded and unfunded projects/programs.	25%	FY 2013-14	FY 2015-16
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	Taig Higgins	Perform timely condition assessments and update CIP.	Revised list of funded/unfunded projects/programs for FY 15/16 budget.	0%	FY 2015-16	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 maser plan, etc.)	PWA	William Galvez	Monitor implementation of planned projects.	High rate of on-time project delivery.	0%	FY 2014-15	Ongoing
h. Complete water/waste water rate study to ensure adequate resources to capture critical long-term capital needs.	PWA	William Galvez	Update rates analysis - prepare an annual rate evaluation.	Recommended rates adjustment.	0%	FY 2014-15	FY 2014-15
<b>Objective 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	William Galvez	Coordinate a scoping meeting with other City agencies and determine user requirements.	Schedule for development of the Deferred Maintenance Plan.	0%	FY 2014-15	Ongoing

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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
b. Utilize a five-year Deferred Maintenance Plan to strategize and finance funded and unfunded needs.	PWA	William Galvez	To follow completion of 6.2.a	TBD	0%	FY 2016-17	Ongoing
<b>Goal 7 - Team Santa Ana</b>							
<b>Objective 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.	PSA	Ed Raya	Developing a Customer Service Training program to be offered in early 2015.	Provide a standardize approach to working with the Citizens of Santa Ana.	10%	FY 2014-15	Ongoing
b. Annually conduct a statistically valid random-sample community satisfaction survey to assess satisfaction with the delivery of major City services.	CMO	Tanya Lyon	Work with CMO & CDA to identify what areas to measure, develop a Community Satisfaction Survey and implementation timeframe.	Process will be similar to the development and implementation of the Employee Satisfaction Survey. Survey will create a baseline to build upon future surveys and provide for comparative analysis.	0%	FY 2014-15	Ongoing
c. Conduct an annual volunteer "day of service" where City employees volunteer in the community.	CMO	Jorge Garcia	Identify working group to determine the goals and objective for event. Tentatively scheduled for Spring 2015.	TBD	0%	FY 2014-15	Ongoing
<b>Objective 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	Tanya Lyon	General improvements to the Council Chambers which includes a new shadow box communication display case for public. Working with Internal Communications Team to create a schedule for new shadow box. Exploring the possibility of utilizing digital displays to increase communications.	Improve communication with the community.	75%	FY 2014-15	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	Tanya Lyon	Identify the City's needs, best practices in policies from other Cities & Organizations, Create policies including media, social media, employee newsletter, external newsletter and Channel 3. There is a need to create a Style Guide to create consistency in marketing efforts and an overall communications plan.	Working with CMO Staff and Internal Communications Team to implement best practices and develop media and communications policy as well as an overall marketing plan.	25%	FY 2014-15	FY 2014-15



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
c. Utilize new technologies such as Facebook, Twitter, Nixle and CTV3 to interact with employees and the community.	CMO	Tanya Lyon	Create a schedule for new content and develop policy for running ads or outside content on CTV 3. PRCSA has agreed to create a new two minute spot each month on CTV3. Strategic Communications Manager will create new content each week promoting upcoming City events and programs. Implement new technology on City website.	News will be timely, current and promote City's overall goals. Web improvements and content update has resulted in an increase of 30-40k new unique hits per month (a 30% increase), a 50% increase of social media likes/participants and an 10,000 person increase in Nixle subscribers. Improve usage of Eddie West Marquee to showcase current events.	35%	FY 2014-15	Ongoing
d. Invest in software/resources that will help streamline the flow of information to City staff and the public.	CMO	Tanya Lyon	Identify needs, best practices & implementation plan. Explore online forms, RSS feed, monitors at various locations throughout the City.	Uniform communications goals including an updated website, marketing materials, displays at in various locations which will result in improved communication both internally and externally.	15%	FY 2015-16	FY 2015-16
<b>Objective 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	Tanya Lyon	In the process of developing a Logo Policy, News Media Policy, Communications Plan and an overall marketing plan.	Improve internal and external communications thru the development of policies, procedures and plans.	5%	FY 2014-15	FY 2014-15
b. Promote fairness and trust to ensure organizational behavior is consistent with City values.	PSA	Ed Raya	Developing a Communications Training program to be offered in early 2015.	Improve communication through all levels of the organization.	10%	FY 2014-15	Ongoing
<b>Objective 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.	PSA	Ed Raya	Negotiations meetings with 4 unions Feb-July. Initiated Joint Labor Management Team to review classifications. Conducted salary adjustments for 3 Management positions.	Salary increases from 1-2%; health insurance for part-time employees; bonus plan for police management.	100%	FY 2014-15	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.	PSA	Ed Raya	Drafted policy, to be presented to City Manager	Establish parameters for future negotiations.	75%	FY 2014-15	FY 2014-15
c. Actively seek out a diverse and talented pool of candidates who possess the values and skills consistent with organizational goals.	PSA	Ed Raya	High level recruitments: Downtown Dev Liaison; Deputy CM; Exec Directors of PW, P&B and CD; Asst. Finance Dir.	Six high level recruitments completed.	100%	FY 2014-15	Ongoing
<b>Objective 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.	FMS	Waldo Barela	Implement identified projects: <ul style="list-style-type: none"> <li>• OpenGov</li> <li>• E-Checks</li> <li>• Payroll Forecasting</li> </ul>	Use new technology to improve the delivery of services and information to staff and the community.	65%	FY 2014-15	Ongoing



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c. Promote an innovation and efficiency program to achieve a cost savings goal of 1% and establish goals for subsequent years.	CMO	Robert Cortez	Innovation and efficiency goal was included as part of the 14/15 budget. Will promote a team of "innovation". Elements of innovation and efficiency will be provided as part of the IT Assessment. Part of 7,5e.	To generate an estimated \$2.1M in ongoing annual savings while enhancing service delivery and improving productivity.	10%	FY 2014-15	Ongoing
d. Encourage fully-analyzed risk taking by avoiding punitive reaction to failure.	PSA	Ed Raya	TBD	TBD	0%	FY 2014-15	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.	FMS	Francisco Gutierrez	1. Establish an environment that promotes innovation, creativity, & customer service 2. Implement process improvement: •Purchasing Policy •Employee Separation	Implement efficient and innovative practices and systems that will improve delivery of City services to the community.	50%	FY 2014-15	Ongoing
f. Explore opportunities to engage with outside agencies, both private and public, to share information and increase efficiencies.	CMO	Tanya Lyon	Shared programming on CTV3, including partners in City events (a booth for SAUSD at SOMOS, SAC, Bower's Museum, etc.). Partnered with the SAUSD to increase outreach by utilizing e-flyer registration, working with a list of partner agencies including the SA Chamber of Commerce, OCTA & SAC.	Identify needs, opportunities, best practices and implement. Increase partnership with SAUSD to run their programming on CTV & run important/timely news and events on Ch. 3.	35%		Ongoing
<b>Objective 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.	PSA	Mary Kelly	Trained 16 people for New Employee Orientation ; 10 people for Supervisor's training; 1 for DOT. Created an Intranet link to New Employee Orientation training materials; trained 1 employee for DOT; trained 1 employee to be a bilingual evaluator for the City; and 1 employee was trained in the National Incident Management System (NIMS) emergency preparedness processes. Developed training modules.	Ensure compliance with City rules and values, increase job satisfaction and morale among employees.	27%	FY 2014-15	Ongoing
b. Establish methods for capturing organizational knowledge and expertise through a formal mentoring program.	PSA	Ellen Smiley	Develop employee rotation program; create intern positions at all six levels and recruit.	Employee rotation program at final review stage. All intern recruitments completed and at dept. selection stage.	25%	FY 2014-15	Ongoing
c. Implement a Leadership by Example initiative which affirms management's commitment to organizational principles and values.	PSA	Ed Raya	Developing a Leadership Training course which will emphasize core values. Target date for training Spring 2015.	Reinforce organizational values and principal	10%	FY 2014-15	Ongoing