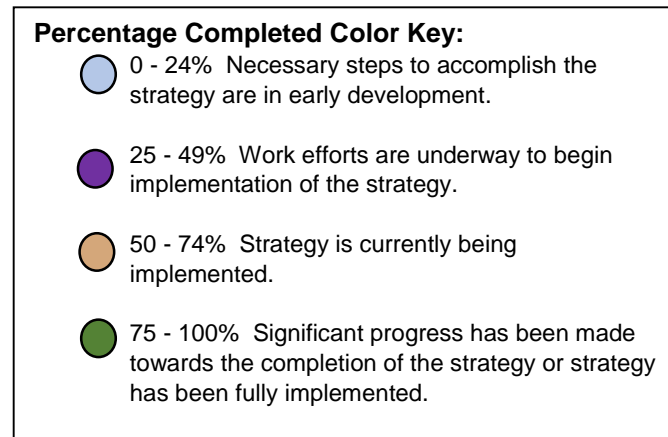
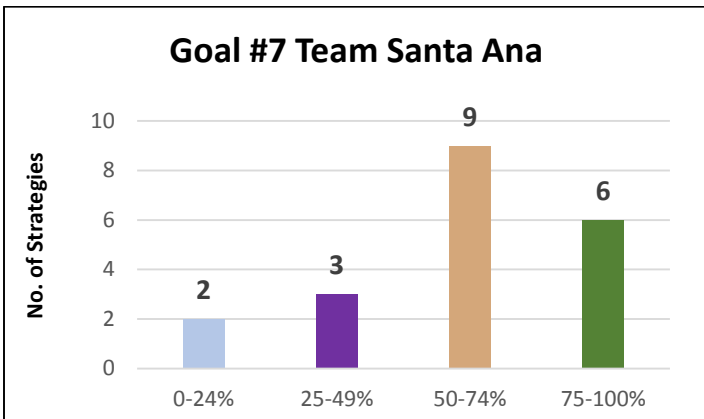
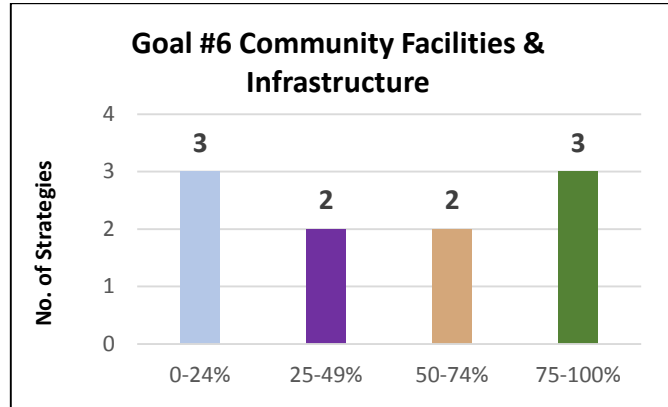
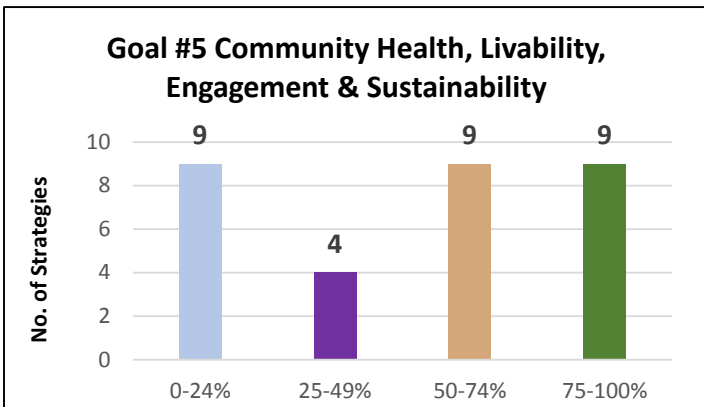
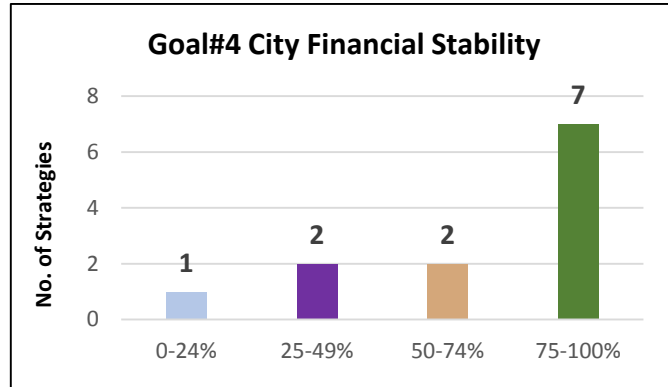
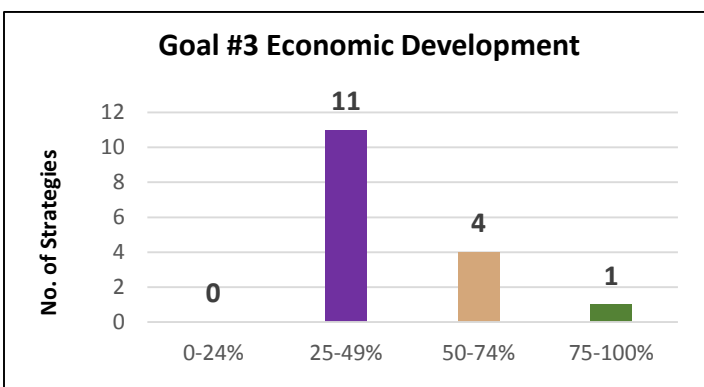
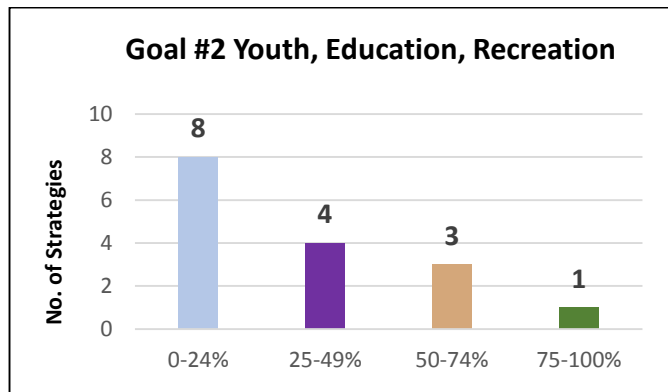
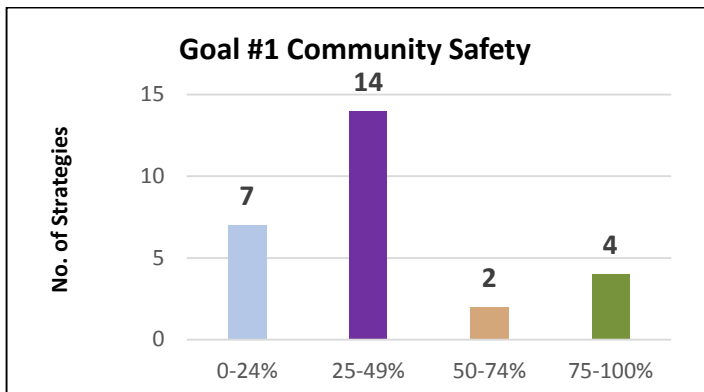


# City of Santa Ana

## Strategic Plan Summary - March 2015

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





# City of Santa Ana Monthly Report - March 2015

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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
<b>1. Community Safety</b>							
<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.	SAPD	Kenneth Gominsky	<ul style="list-style-type: none"> <li>Establish internal Committee with PD Management</li> <li>Network with City staff on best practices for outreach</li> <li>Identify key stakeholders</li> <li>Hold Community Forums</li> <li>Create Survey</li> <li>Identify marketing strategy to ensure community engagement</li> <li>Selection of Research Partner</li> <li>Coordinate with Federal Office of Community Oriented Policing on COPS Office Internal Department Survey</li> <li>Coordinate with City of Santa Ana Consultant on Community Outreach</li> <li>Hold Community Forums</li> </ul>	<ul style="list-style-type: none"> <li>Work to form committee is ongoing. Public Safety Committee briefed on current status and expectations.</li> <li>Pending City "Community Engagement Plan"</li> <li>Community Outreach meetings are beginning to be scheduled</li> <li>Network with City staff on best practices for outreach</li> <li>Develop and Create Community Oriented Policing Survey</li> <li>Publish Community Oriented Policing Survey</li> <li>Evaluate Data from Community Oriented Policing Survey</li> </ul>	20%	FY 2014-2015	FY 2014-2015



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<p>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.</p>	SAPD	Kenneth Gominsky	<ul style="list-style-type: none"> <li>Identify Key Stakeholders, Internal and Exterior.</li> <li>Utilize Community Survey Results to Drive Analysis</li> <li>Perform Internal Analysis of Current Programs and Gauge Effectiveness</li> <li>Liaison with Internal and External Groups by Way of Focused Engagements.</li> <li>Publish Community Policing Plan</li> <li>Perform External Analysis of Current Programs and Gauge Effectiveness</li> <li>Selection of Research Partner</li> </ul>	<ul style="list-style-type: none"> <li>Identification of key stakeholders is on going. Public Safety Committee briefed on current status and expectations.</li> <li>Pending City "Community Engagement Plan"</li> <li>Internal review of current COP programs in ongoing.</li> <li>Evaluate Results of Community Oriented Policing Survey</li> <li>Develop Community Oriented Policing Plan</li> <li>Publish Community Oriented Policing Plan</li> </ul>	18%	FY 2014-2015	FY 2015-2016
<p>c. Deliver crime prevention/community policing programs based on the community policing plan.</p>	SAPD	Ruben Ibarra	<ul style="list-style-type: none"> <li>Gave Officer Reggie Traffic Safety Presentation to Fitz Intermediate-700 Students</li> <li>Three PSAs filmed.</li> <li>Ped-safety pamphlet completed and available in police lobby.</li> <li>Participated in Every 15 Minutes Program.</li> <li>Conducted 4 bicycle safety rodeos at various locations throughout the City.</li> <li>Conducted numerous selected enforcement operations to target</li> </ul>	<ul style="list-style-type: none"> <li>Positive community relations.</li> <li>On-going and continuous dialogue with members of the community.</li> <li>Measurable success in enforcement activities.</li> <li>Formalized method/delivery of our community outreach efforts.</li> </ul>	30%	FY 2015-2016	Ongoing



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			<p>pedestrian violations and vehicle right of way violations.</p> <ul style="list-style-type: none"><li>• Re-initiated Officer Reggie Program for school year.</li><li>• Two Traffic Safety Presentations at Wilshire Square Neighborhood Assoc. Movie Night and Santa Ana Zoo</li><li>• 3rd Coffee with A Cop for the year.</li></ul>			
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<p>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.</p>	SAPD	Stephen Colon	<ul style="list-style-type: none"> <li>Develop an updated Domestic Violence Pamphlet which identifies signs of Domestic Violence, prevention tools, and resources.</li> <li>Partner with non-profits and community organizations to educate community members on domestic violence, sexual assault and child abuse.</li> <li>Partner with Victim-Witness program to aid DV victims with follow-up resources.</li> <li>Enhance field officer responses to sexual assault investigations.</li> <li>Conduct parenting classes that include education on Domestic Violence, Child Abuse, internet use and responses to various juvenile behaviors.</li> <li>Develop a Police Officer's reference guide to handling domestic violence incidents.</li> <li>Develop a DV outreach campaign including print, video, social media</li> <li>Develop a Child Abuse outreach and education plan including print, video, and social media</li> <li>Develop a presentation to address Cyber Bullying and Internet Safety</li> </ul>	<ul style="list-style-type: none"> <li>The Domestic Violence pamphlet has been completed and approved. Translations to Spanish and English complete. The documents have been printed and are now in use in Field Operations.</li> <li>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>On-going and operational.</li> <li>Roll Call training conducted.</li> <li>Parenting classes have been completed and others scheduled. 2 Parent Academy classes held in February 2015. 75 attendees.</li> <li>Developed 1 hour officer training on child abuse investigations to be delivered during the annual Perishable Skills training. Class presentations began in Feb 2015. Topics include: protocols for "cold calls," evidence preservation and collection procedures, resources, and the importance of recording suspect/victim states.</li> <li>Met with representatives from</li> </ul>	50%	FY 2015-2016	Ongoing
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			<ul style="list-style-type: none"> <li>Participate in Traffic Safety Fair</li> <li>Develop and present Officer Reggie Traffic Safety presentations</li> <li>Procure DUI traffic safety vehicle</li> <li>Completed 7th DUI Checkpoint for FY.</li> </ul>	<p>Laura's House (DV) and began discussions related to a strategic partnership</p> <ul style="list-style-type: none"> <li>Met with CSP Domestic Violence Director Dan Gleason reference developing a PSA billboard campaign against domestic violence. Working on identifying a "best" location.</li> <li>Delivered 1.5 hours of Internet Safety and Cyber Bullying training to over 100 students and children at St. Anne's Parish</li> <li>Delivered 1.5 hours of training on Cyber Bullying and Internet Safety to 100+ children and parents at St. Anne's Parish. (Event #2)</li> </ul>			
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	<ul style="list-style-type: none"> <li>Police Dept., Public Works and the City PIO have met to discuss and formalize a unified response.</li> <li>Developed protocol to meet quarterly with representatives from other city departments, School Officials, School Police, and SAPD.</li> <li>Develop a unified education component involving traffic</li> </ul>	<ul style="list-style-type: none"> <li>Identified the need to get SAUSD Police and members of the school district involved in our coordinated effort. PD will provide input in Pedestrian and Bikeway master plan. Completed a 3rd PSA on Ped/Traffic Safety.</li> <li>Provide a safer environment for our youth through education.</li> </ul>	40%	FY 2014-2015	Ongoing



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			<p>safety for respective elementary, Jr. High, and High School grade levels.</p> <ul style="list-style-type: none"> <li>Conducted 1st Bike Rodeo of the year</li> <li>The Pedestrian &amp; Bike Safety Committee partnered with SAUSD to implement our first Pedestrian &amp; Bicycle Safety PSA Contest. The contest is designed to bring awareness to important issues: Drive with care-walk aware; Leave sooner, drive slower-live longer; and be safe. Be smart. Be seen. Make sure drivers see you.</li> </ul>	<ul style="list-style-type: none"> <li>Establish a strong communication collaboration with City, PD, and SAUSD.</li> <li>Develop strategies to reduce traffic related incidents involving school children.</li> </ul>			
<p>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.</p>	SAPD	Eric Paulson	<ul style="list-style-type: none"> <li>Collaborate with Command Staff &amp; Supervisor from CAP, District Investigations, and Field Ops - Directed to determine existing philosophies/strategies.</li> <li>Seek input from non-profit organizations.</li> <li>Research local &amp; national problem solving strategies.</li> <li>Create a visual model for education, prevention and enforcement/community engagement programs.</li> <li>Begin preparing rough draft of strategy model.</li> <li>Develop prevention program targeting at-risk youth.</li> </ul>	<ul style="list-style-type: none"> <li>Identify the appropriate stakeholders from each Bureau, Division, and Unit.</li> <li>Identify non-profit organizations as potential stakeholders.</li> <li>Begin research on local and national problem solving strategies.</li> <li>Met with Cmdr. Franks and Cmdr. Colon and received input for existing education, prevention, and enforcement programs. 2. Identified existing non-profit/faith-based groups to support strategies. 3. Identified that national programs are labor intensive and will require too much time to incorporate.</li> </ul>	30%	FY 2014-2015	Ongoing



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			<ul style="list-style-type: none"> <li>Restructure Homicide Section creating a Gang Homicide Team within the section.</li> <li>Provide on-going law enforcement support to Promise Zone Team.</li> </ul>	<ul style="list-style-type: none"> <li>Partnering agency with Gang Reduction Intervention Partnership (GRIP)</li> <li>Prepared and submitted a recommendation to restructure the Homicide Section creating a Gang Homicide Team.</li> <li>Attended four Promise Zone meetings.</li> <li>Attended Resource Network Steering Committee meeting.</li> </ul>			
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	<ul style="list-style-type: none"> <li>Met with Civic Center Security Committee (collaboration of County Officials, PD and Public Works).</li> <li>Identified a new 501c3 program that can assist HEART program or other officers with providing homeless individuals necessary resources.</li> <li>Met with County to develop a plan so County Health Care/Mental Health Employees can ride with Civic Center Patrol and assist with identifying individuals with mental health issues and provide adequate resources or appropriate assistance.</li> <li>Completed CDBG and ESG Grant for 2015/16 to continue HEART Program</li> </ul>	<ul style="list-style-type: none"> <li>Provide a safer environment for homeless, employees, and visitors in the Civic Center.</li> <li>Build a strong communication collaboration with employees, and government entities.</li> <li>Exploring developing a complaint form for PD and Sheriffs to identify reoccurring problems.</li> <li>Assist individuals with finding stable housing by pairing individuals with available resources throughout the County.</li> <li>Develop an improved network/notification system for employees to receive current information regarding the Civic Center area</li> </ul>	45%	FY 2014-2015	Ongoing





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			<ul style="list-style-type: none"> <li>Conducted a lunch-listening session with county employees to discuss issues in the Civic Center.</li> </ul>				
<p>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.</p>	SAPD	Christina Holland	<ul style="list-style-type: none"> <li>Conduct research on programs that can be implemented at the Santa Ana Jail.</li> <li>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.</li> <li>Meeting with DA's office, Probation and Santa Ana PD is still pending. National Council on Crime and Delinquency(NCCD) will be offering assistance to locate possible funding sources for RJ in Santa Ana.</li> </ul>	<ul style="list-style-type: none"> <li>Jail Admin has met with Orange County Department of Education to discuss possible options.</li> <li>Gathering all researched information and identifying several organizations that currently work with the City as it relates to diversionary programs and Restorative Justice initiatives.</li> <li>Met with OC Probation to discuss framework for Restorative Justice pilot for Santa Ana. Meeting with DAs Office and Juvenile Court personnel still pending.</li> </ul>	25%	FY 2014-2015	Ongoing





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<p>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.</p>	<p>SAPD</p>	<p>Robert Carroll</p>	<ul style="list-style-type: none"> <li>• Subcommittee has been developed to identify best practices and improve processes.</li> <li>• Implement continuous recruitment of Police Officer positions.</li> <li>• Develop stronger recruitment (web presence).</li> <li>• Update departmental recruitment materials.</li> <li>• Completed new officer profile.</li> <li>• Identified funding for recruitment activities.</li> <li>• Finalize recruitment materials, including recruitment video.</li> <li>• Evaluate ways to enhance Web presence.</li> <li>• Identify outreach team and develop outreach calendar.</li> <li>• Train MuniTemps employees to handle PD recruitments.</li> <li>• Improve our processes related to employee certs and employee medicals.</li> </ul>	<ul style="list-style-type: none"> <li>• Subcommittee has met three times.</li> <li>• Recruitment subcommittee continues to meet regularly.</li> <li>• Began process of updating recruitment materials, including recruitment video.</li> <li>• Continuous recruitments allow qualified applicants to apply at any time.</li> <li>• Officer profile provides an additional tool for selecting the best applicants for Santa Ana.</li> <li>• Finalized and printed new Police Officer job flyer.</li> <li>• Staffed recruitment booth at Tustin Tiller Days to recruit Police Officers.</li> <li>• Recruitment subcommittee continues to meet regularly.</li> <li>• Began process of updating recruitment materials, including recruitment video.</li> <li>• Attending job fairs and community events regularly to actively recruit.</li> <li>• Increased testing frequency to process even more applicants.</li> <li>• Re-establishing relationships with Criminal Justice Programs.</li> </ul>	<p>60%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>
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<p>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.)</p>	SAPD	Kenneth Gominsky	<ul style="list-style-type: none"> <li>Network with City Staff to Determine Needs Assessment.</li> <li>Coordinate with Downtown Stakeholders for Needs Assessment.</li> <li>Work with Outside Contractor to Identify Possible Security Upgrades (Cameras) and Possibilities for Deployments.</li> <li>Review Needs Assessments with all Parties.</li> <li>Create Road Map for Implementation.</li> <li>Preliminary Meetings with City Stakeholders Completed.</li> <li>Video Needs Assessment Received and Evaluated</li> </ul>	<ul style="list-style-type: none"> <li>Video needs assessment received and in final review.</li> <li>Preliminary meetings with City stakeholders completed.</li> <li>Enhance Downtown Security Through the Use of Video</li> <li>Enhance Downtown Security Through Increased Law Enforcement Presence and Activity in the Area</li> <li>Increased Security Capabilities for the Downtown Area</li> </ul>	20%	FY 2013-2014	FY 2014-2015
<b>2. Broaden communications, information sharing and community awareness of public safety activities.</b>							
<p>a. Purchase and implement a new integrated software system for the Police Department to improve productivity and increase efficiencies and transparency.</p>	SAPD	Boris Duran	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>TriTech Software Systems selected as the City's preferred vendor. RFCA for Council consideration expected in the spring. Implementation expected to begin in the summer.</li> <li>The Department selected TriTech Software Solutions as its preferred vendor.</li> </ul>	30%	FY 2014-2015	Ongoing



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			<p>expected to take 18 months to two years.</p> <ul style="list-style-type: none"> <li>• Negotiate an Agreement: The Police Department selected TriTech Software Systems as its vendor of choice for its new CAD/RMS system. We have received the vendor's standard contracts and forwarded them to the CAO so that Sr. Asst. City Attorney Rossini can get familiar with their preferred language. We will be working with the vendor over the next few months to develop an agreement that accurately describes the City's expectations as well as the costs associated with the goods and services they will provide.</li> <li>• Gap and Fit Analysis: Now that the Department has selected a vendor, we must now take a detailed inventory of the features, functions, and interfaces that the new system must provide. This analysis must be complete prior to the actual agreement discussions so we can clearly communicate what requirements we have. The Department is looking into expanding the role of the consulting firm we have been using throughout this process to perform the analysis.</li> </ul>				
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<p>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.</p>	<p>SAPD</p>	<p>Christopher Revere</p>	<ul style="list-style-type: none"> <li>New social media vehicles (i.e., Instagram, etc.) have been implemented and existing ones improved to facilitate communication with external stakeholders.</li> <li>Update of PD website to allow easier communication with PD.</li> </ul>	<ul style="list-style-type: none"> <li>Increased social media footprint by tripling (approx.) the amount of social media releases.</li> <li>Management Team compiled revisions for PD website to increase communication with public (given to City IT - awaiting implementation).</li> <li>Developing a comprehensive social media plan for PD.</li> </ul>	<p>30%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>
<p>c. Purchase and install new in-car computers in patrol vehicles to facilitate enhanced information sharing and timely police response.</p>	<p>SAPD</p>	<p>Douglas McGeachy</p>	<ul style="list-style-type: none"> <li>Gathered information from local agencies on potential consultants to help with the research and implementation of the project.</li> <li>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.</li> <li>The Committee has drafted an RFP for the consultant that will be used to select, test and purchase new MDC units. The RFP is in the final stages of review and should be released by early April.</li> </ul>	<ul style="list-style-type: none"> <li>Attended several vendor demonstrations regarding potential designs.</li> <li>Identified funding.</li> <li>The Committee has drafted an RFP for the consultant that will be used to select, test and purchase new MDC units. The RFP is in the final stages of review and should be released by early April.</li> </ul>	<p>25%</p>	<p>FY 2014-2015</p>	<p>FY 2015-2016</p>



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<p>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).</p>	SAPD	Jason Viramontes	<ul style="list-style-type: none"> <li>Formulate a budget to be able to use multi-media resources to promote program.</li> <li>Develop a group of team members from various divisions within the Police Department.</li> <li>Create a partnership with OCFA for expansion of the program.</li> <li>Identify community groups to target for the dissemination of information.</li> <li>Deliver information to target groups and media outlets.</li> <li>continue collaboration with the OCFA in the identification of venues and platforms, including social media, whereby specific public safety programs as designated by the Chief of Police can be promoted by each respective department.</li> </ul>	<ul style="list-style-type: none"> <li>Budget is currently being researched.</li> <li>Prospective team members have been identified.</li> <li>Budget meeting with Robert Carroll 10/06/14</li> <li>Mid-level supervisors have been selected</li> <li>Committee selection in progress</li> <li>Selected topics for monthly dissemination of information is being researched</li> </ul>	35%	FY 2014-2015	Ongoing
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<p>e. Update the City's Emergency Operation Center (EOC) emergency preparedness plan to include a community evacuation strategy to respond to natural disasters.</p>	SAPD	Kenneth Gominsky	<ul style="list-style-type: none"> <li>Hire full time City Emergency Operations Coordinator</li> <li>Perform needs assessment based on review of current plans.</li> <li>Direct EM to engage internal and external stakeholders.</li> <li>Refresh/update plan.</li> <li>Evaluate all City of Santa Ana Emergency Plans</li> <li>Create Priority List for Updating Emergency Plans and EOC Activities</li> </ul>	<ul style="list-style-type: none"> <li>Emergency Manager has been selected and is due to start 08-25-2014.</li> <li>Emergency Manager attended September Festival and SOMOS</li> <li>EM attended numerous community events in preparation for Community Preparedness day in 2015</li> <li>EM has continued evaluating the City's Emergency Preparedness Plans.</li> <li>Hire Emergency Operations Coordinator</li> <li>Update the City of Santa Ana's Emergency Operations Center</li> <li>Update the City of Santa Ana's Emergency Preparedness Plan</li> <li>Update the City of Santa Ana's Evacuation Strategy</li> </ul>	20%	FY 2014-2015	Ongoing
<p>f. Partner with emergency assistance and disaster relief organizations to promote community awareness of emergency preparedness (e.g. citywide community preparedness day).</p>	SAPD	Kenneth Gominsky	<ul style="list-style-type: none"> <li>Hire full time City Emergency Manager.</li> <li>Perform Needs Assessment Pertaining to Capabilities of Partnering Agencies.</li> <li>Connect with Internal and External Stakeholders to Identify Best Practices.</li> <li>Begin Planning of Community Preparedness Day.</li> </ul>	<ul style="list-style-type: none"> <li>Emergency Manager has been selected and is due to start 08-25-2014</li> <li>Emergency Manager has started</li> <li>EM has met with City Stakeholders and Elected Officials</li> <li>EM Planning for Great Shake Out ongoing</li> </ul>	20%	FY 2014-2015	Ongoing



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			<ul style="list-style-type: none"> <li>Community Preparedness Day Slated for September 2015</li> </ul>	<ul style="list-style-type: none"> <li>Partner with Emergency Assistance Organizations to Promote Community Awareness of Emergency Preparedness</li> <li>Partner with Disaster Relief Organizations to Promote Community Awareness of Emergency Preparedness</li> <li>Hold Emergency Preparedness and Disaster Relief Awareness Day in Santa Ana</li> </ul>			
<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.	SAPD	Robert Carroll	<ul style="list-style-type: none"> <li>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.</li> <li>Continue to document uses of funds to help support the efficient use of funds at the PD.</li> <li>Develop spending plans to document how programs are funded and establish timelines.</li> <li>Contracts are being evaluated monthly.</li> <li>Budget activity details were created as part of the FY 2015-16 budget process.</li> </ul>	<ul style="list-style-type: none"> <li>Contracts are being evaluated monthly.</li> <li>Plan to start creating budget activity details in the fall.</li> <li>Command staff has been working on spending plans.</li> <li>PD is continuing its evaluation of integrated software programs and other technology that will increase efficiencies and reduce staff time.</li> <li>City Purchasing Ordinance is being followed.</li> <li>Training on City purchasing requirements, policies and procedures is provided to staff</li> <li>Products and services continue to be competitively</li> </ul>	75%	FY 2014-2015	Ongoing





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			<ul style="list-style-type: none"> <li>Command staff continues to work on spending plans.</li> <li>Developed budget activity details for each accounting unit to ensure that funds are used efficiently.</li> <li>Developing comprehensive maintenance programs for major facility systems including HVAC, electrical plumbing, and elevators to reduce downtime and costs.</li> </ul>	<p>bid</p> <ul style="list-style-type: none"> <li>Implemented electronic handheld ticket writers.</li> <li>PD continues to look to technology for efficiency and cost savings.</li> <li>Developed a worksheet and summary to document efficiencies. Command staff is currently assisting with this documentation.</li> <li>Worked with the Chief and all Bureau Commanders to develop a budget that best supports strategic plan priorities.</li> </ul>			
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	<ul style="list-style-type: none"> <li>Meet with Robert Carroll to discuss current grants at PD.</li> <li>Identify and increase knowledgebase of grant clearing houses/grant websites.</li> <li>Create grant deadline calendar for tracking of potential grant application deadlines.</li> <li>Met with Police Administrative Manager who provided current grant summary including totals of each grant award.</li> <li>Met with Commanders Gominsky and Ibarra to</li> </ul>	<ul style="list-style-type: none"> <li>Received and reviewed grant summary matrix.</li> <li>Began initial search of available grants through DOJ, OTS etc.</li> <li>Began initial phase of creating calendar for tracking of grant application deadlines.</li> <li>Will provide report indicating current grant awards targeted at Prevention, Enforcement and 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.</li> <li>Needs assessment report will</li> </ul>	25%	FY 2014-2015	Ongoing



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			<p>review status of current grants regarding the prevention, enforcement, and reduction of criminal activity and traffic collisions. Will now prepare needs met/needs assessment report for review by Deputy Chief.</p> <ul style="list-style-type: none"> <li>Reviewed Byrne Criminal Justice Innovation Grant and will discuss with Commander Gominsky.</li> </ul>	<p>identify gaps in grant funding that address the prevention, enforcement, and reduction of criminal activity and traffic collisions.</p>			
<p><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></p>							
<p>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.</p>	SAPD	Christina Holland	<ul style="list-style-type: none"> <li>Coordinate effort with CM, HR, Chief, Attorney and Finance Offices.</li> <li>Develop best business model for City.</li> <li>Develop cost effective operations.</li> <li>Generate increased revenue.</li> <li>Present RFCA for Booking Fees &amp; PTS programs to City Council 10/21/2014</li> <li>Present RFCA to council to enter into contractual housing with Bureau of Prisons (BOP)</li> </ul>	<ul style="list-style-type: none"> <li>Attending meetings with CM, Chief, HR Director, Maintenance Superintendent, Finance Assistant Director and PD Fiscal.</li> <li>Created PT Correctional Services Officers(CSO) to reduce staffing costs (12 PT CSO hired with ongoing recruitment efforts to hire an additional 18).</li> <li>Utilized Cadet/PT in position previously handled by CO.</li> <li>Negotiated US Marshal per diem increase.</li> <li>Booking fees &amp; PTS briefly presented at Public Safety mtg</li> <li>New medical vendor implementing more operational &amp; cost effective inmate service</li> </ul>	45%	FY 2014-2015	Ongoing



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5. Provide high quality Police and Fire/Emergency Medical Services response within the City of Santa Ana.							
<p>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.</p>	SAPD	Jason Viramontes	<ul style="list-style-type: none"> <li>Establish a working committee of SAPD and OCFA staff to develop framework of report.</li> <li>Research and document current levels of service.</li> <li>Determine proposed levels of service, given available funding.</li> <li>Complete a thorough review of the staffing recommendations in the report submitted by the University. Incorporate recommendations from the University in partnership with OCFA into specific recommendations to SMT.</li> <li>Conduct a thorough review of the University of Texas report and recommendations and begin to take inventory of specific recommendations that can be made to SMT in partnership with OCFA for improvements in cover and response</li> </ul>	<ul style="list-style-type: none"> <li>Working to identify committee members and meeting schedule.</li> <li>Beginning research on current staffing and service levels.</li> <li>Awaiting staffing study from University of North Texas. Agreement recently completed.</li> <li>A Sergeant has been selected to help facilitate planning and liaison with OCFA</li> <li>Inventory of the current resources/equipment available to patrol is currently under way.</li> <li>Staffing report figures from the University of North Texas have been completed and submitted to the Police Department.</li> <li>A preliminary planning meeting to include OCFA personnel has been set for 10/21/14</li> </ul>	40%	FY 2014-2015	Ongoing
<p>b. Provide Police and Fire/Emergency Medical Services report to City Council on an annual basis to review and identify opportunities for improvement.</p>	SAPD	Douglas McGeachy	<ul style="list-style-type: none"> <li>Discussed possible designs and relevant information with Fire Department command staff.</li> </ul>	<ul style="list-style-type: none"> <li>Design and content ideas identified.</li> <li>Content has been identified and is being compiled for the</li> </ul>	30%	FY 2014-2015	Ongoing



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			<ul style="list-style-type: none"> <li>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.</li> </ul>	report.			
<b>6. Enhance Public Safety integration, communications and community outreach.</b>							
<p>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.</p>	OCFA	Devin Leonard	<ul style="list-style-type: none"> <li>Report format has been established.</li> <li>OCFA staff is working directly with City staff to upload the OCFA Monthly Report.</li> <li>Work with City staff to make sure the format of the OCFA Monthly Report is meeting the needs of the City.</li> <li>Continue to modify OCFA monthly report to ensure community outreach efforts are in line with City expectations.</li> <li>OCFA will be transitioning to a newer version of Microsoft SharePoint after March 2015. We will be looking for additional opportunities to populate the City of Santa Ana/Fire Department website with "real time" OCFA information, in addition to our monthly reporting.</li> </ul>	<ul style="list-style-type: none"> <li>Transparency of fire service activities, throughout the City, are now visible to the public on the City's website.</li> </ul>	75%	FY 2014-2015	FY 2014-2015



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<p>b. Develop and implement a Fire/Emergency Medical Services major incident notification process to better communicate with community members during emergencies.</p>	<p style="text-align: center;">OCFA</p>	<p style="text-align: center;">Devin Leonard</p>	<ul style="list-style-type: none"> <li>OCFAs I.T. Section is in the process of implementing a new CAD system. Until this system is implemented (September 2014) the I.T. Section does not have the capacity to take on another project.</li> <li>DC Leonard will continue to monitor the objective and will move forward as soon as possible.</li> <li>OCFA is working with City staff to enhance the Fire Department page on the City's website to include links to OCFA Facebook and Twitter accounts. OCFA PIO Section "posts" and "tweets" information about ongoing emergencies on a daily basis.</li> </ul>	<ul style="list-style-type: none"> <li>Twitter &amp; Facebook are up and running on OCFA and City/Fire Department web pages. Will be working with City PIO on opportunities to get the word out to the citizens on their ability to stay current on emergencies in the city through social media conduits.</li> </ul>	<p>75%</p>	<p>FY 2014-2015</p>	<p>FY 2014-2015</p>
<p>c. Continue to develop and implement joint command level training in collaboration with the Police Department's Emergency Operations Coordinator.</p>	<p style="text-align: center;">SAPD</p>	<p style="text-align: center;">Kenneth Gominsky</p>	<ul style="list-style-type: none"> <li>Hire full time City Emergency Operations Coordinator.</li> <li>Perform needs assessment of current EOC.</li> <li>Identify training needs on a City wide basis.</li> <li>Perform EOC Needs Assessment</li> <li>Perform City Training Needs Assessment Pertaining to Emergency Operations</li> <li>Ongoing Budget Needs Addressed</li> </ul>	<ul style="list-style-type: none"> <li>Emergency Manager has been selected and is due to start 08-25-2014</li> <li>Active shooter drill at Mainplace Mall is ongoing and scheduled for October bringing together Police, Fire and Schools disciplines</li> <li>Needs assessment for the EOC is ongoing</li> <li>EM has met with Risk Management and will be compiling the training related needs assessment for the City</li> </ul>	<p>20%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>



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				<ul style="list-style-type: none"> <li>Complete Joint Command Level Training pertaining to Emergencies and Disasters within the City of Santa Ana</li> </ul>			
<p>d. Develop a Fire Explorer Program to engage children and young adults interested in a career in fire and emergency medical service.</p>	OCFA	Dave Spencer	<ul style="list-style-type: none"> <li>The Explorer post is established.</li> <li>Continuing to recruit additional Explorers from throughout the community.</li> <li>Program oversight has been assigned to Battalion Chief Spencer who will continually monitor the status of Post 9675. Additional recruitment will be conducted if the roster falls below the recommended 20 members.</li> </ul>	<ul style="list-style-type: none"> <li>Fire Explorer Post 9675 has been a great success. This past month the post reached, actually surpassed, the recommend roster size of 20 Explorers. Post 9675 currently has 23 young adults who are actively participating in the program. Eight of the current Explorers have achieved "ride-a-long" status and are working and riding along with the firefighters in various stations throughout the City. The remaining 15 Explorers are continuing to progress through the program. We are no longer actively recruiting new recruits since we have a full roster.</li> </ul>	100%	FY 2014-2015	FY 2015-2016
<p>e. Develop a Fire Corps Program to support Fire and Emergency Medical Services through community involvement and volunteering.</p>	OCFA	Devin Leonard	<ul style="list-style-type: none"> <li>DC Leonard continue to monitor OCFA's ability to expand the existing Fire Corp's program to include the citizens of Santa Ana. OCFA is currently revamping the Fire Corp Program.</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>	0%	FY 2015-2016	FY 2016-2017



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				support of large scale (multiday) emergencies.			
<p>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.</p>	SAPD	Christina Holland	<ul style="list-style-type: none"> <li>Research possible options and approaches appropriate for SAPD arrestees.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Meetings are being scheduled.</li> <li>The Santa Ana Jail, in partnership with Santa Ana College Inmate Education Department, has compiled a list of current courses offered at the jail facility to those in custody. Program content and recent success rates is being submitted to the City for review to determine if this area of the Re-entry objective is being met. Additional classes and programs may be offered as the students' interest and projected needs are identified. Current courses include: GED, ESL, High School Basic Math, Basic Reading, Basic Writing, Anger Management and Substance Abuse. Santa Ana Police Department is also collaborating with the Orange County Re-Entry Partnership program to provide training, referrals services and various programs related to substance abuse, employment training, behavioral health and counseling to assist with successful reentry by recently released offenders.</li> </ul>	35%	FY 2014-2015	Ongoing



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2. Youth, Education, Recreation						
1. Ensure coordination among organizations serving Santa Ana's youth to optimize programs.						
<p>a. Convene a summit with partner stakeholders to network, share information, identify programs and services, and produce a comprehensive evaluation report for Youth Development.</p>	<p>PRCSA</p>	<p>Heather Folmar</p>	<ul style="list-style-type: none"> <li>Began integrating the goals and objectives of the summit with the goals and objectives of the youth civic engagement initiative.</li> <li>Finalize the venue for location and confirm format of Summit, if it is to be TEDx event.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Civic Engagement Interns have been compiling information about youth resources available to the community in preparation for the Summit. SAUSD and other youth service stakeholders have requested that the Summit be held in fall, 2015, to which the City has agreed. City Manager has been informed of this change and start date for this strategy has been approved for FY 15-16. Choice of date and venue for the event is in progress.</li> <li>Youth Civic Engagement interns continue to build an informational list of youth resources available to the community. A tentative date has been set for the Summit</li> </ul>	<p>60%</p>	<p>FY 2014-2015</p>





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				for the week of October 13th. Additionally, SAUSD youth stakeholders have suggested that the Summit be a one-day event. There have been requests by other youth stakeholder organizations to have a session on grant-writing and youth grants at the summit as well. Youth Civic Engagement interns have proposed doing Summit as a TEDx (Technology, Entertainment and Design) event, and are currently reviewing potential TED presenters that focus on youth development. Choice of venue for the event is in progress.			
b. Adopt a master joint-use agreement with Santa Ana Unified School District.	PRCSA	Ron Ono	<ul style="list-style-type: none"> <li>Prepare Master Joint Use agreement with SAUSD.</li> <li>The PRCSA will prepare a status report for the May 4, 2015 District/City Policy meeting.</li> </ul>	<ul style="list-style-type: none"> <li>Master Joint Use Agreement submitted to SAUSD staff for review. Will be preparing attachments to agreement of each park/school requirement.</li> <li>The Draft of Master Supplemental agreement was completed.</li> </ul>	35%	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	Jeannie Jurado	<ul style="list-style-type: none"> <li>Began making plans to conduct an inventory of the joint-use opportunities with</li> </ul>	<ul style="list-style-type: none"> <li>Began discussing the development of an action plan to help implement this</li> </ul>	5%	FY 2017-2018	Ongoing



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			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.	strategy.				
<b>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	Jeannie Jurado	<ul style="list-style-type: none"> <li>1. The Catalina Summer Camp was successfully completed in August 2014. The 2015 Catalina Summer Camp has been scheduled for August 10-14, 2015.</li> <li>2. Afterschool Program staffing is in the process of being hired.</li> <li>3. Recruitments for the Youth Civic Engagement Interns have been completed</li> <li>4. After School Program operating at 5 Recreation Centers, staff is being hired to open remaining sites.</li> </ul> <ul style="list-style-type: none"> <li>New staff for After School began working at Jerome Center. Waiting on remaining 4 staff for two pending sites.</li> </ul>	<ul style="list-style-type: none"> <li>1. Camp was completed successfully on August 4-8, 50 participants attended along with volunteers and staff.</li> <li>2. After School Program: The Recreation Program Coordinator &amp; Recreation Leader Positions have been filled.</li> <li>3. Youth Civic Engagement interns have been selected and are working on social media to reach out to high school students.</li> <li>4. Program staffing has been partially filled and the program has been started in 5 of the 8 sites serving 60 youth participants at these sites.</li> </ul> <ul style="list-style-type: none"> <li>The sixth After School site was opened at Jerome Center.</li> </ul>		75%	FY 2014-2015	Ongoing



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			<ul style="list-style-type: none"> <li>Youth Civic Engagement Interns are coordinating a 1001 Arabian Nights themed attraction for the "Dia De Los Niños" event.</li> <li>YCE interns are assisting in the planning of the annual 4th of July event.</li> </ul>	<ul style="list-style-type: none"> <li>Youth Civic Engagement Interns continue to recruit youth and assist them in navigating the process for appointment to the Youth Commission. 6 new Santa Ana youth have been appointed to the commission. YCE interns have provided Higher Education programming.</li> </ul>			
<p>b. Expand the youth sports program so that youth recreational opportunities are established year-round.</p>	PRCSA	Jeannie Jurado	<ul style="list-style-type: none"> <li>Youth Sports: Currently recruiting for staff (these employees will also help with After School Programs). Girls Basketball season concluded on 11/15/14. Boys Basketball Registration opened on 11/15/14. Registration is still being accepted for Divisions with openings. Boys Basketball Skills Evaluation Testing took place on 12/9, 12/10 &amp; 12/11. The SAUSD Intramural Sports Tournaments took place for Cross Country on 10/18 at Thornton Park; Flag Football and Girls Volleyball on 10/25; Boys Basketball and Girls Soccer on 12/13 at Godinez High School. The city collaborated with these tournaments by providing facilities, awards and officials.</li> </ul>	<ul style="list-style-type: none"> <li>180 girls were served with the Girls Basketball Program. 300 youths participated in Cross Country Meet; 225 boys participated in the Flag Football Tournament; 180 girls participated in the Volleyball Tournament; 160 boys participated in the basketball tournament; and 160 girls participated in the soccer tournament. 375 boys registered in the City's Youth Sports Basketball Program. 300 boys participated in the Skills Evaluation Test. Developing plans for youth soccer and tennis programs.</li> <li>The Boys Basketball Program had their Closing Ceremonies.</li> </ul>	40%	FY 2014-2015	Ongoing



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			<ul style="list-style-type: none"> <li>Closing Ceremonies and Awards Presentations took place on March 7 at Salgado Center and March 8 at Godinez High School. 400 boys were served by the program with the assistance from 75 volunteers</li> <li>Division A, B and C teams participated in the SCMAF-OC Tournaments held in Garden Grove and Fountain Valley on March 21</li> <li>Division A and C teams advanced to the SCMAF-Regional Tournaments taking place in Garden Grove and Pico Rivera on March 28</li> <li>40 program participants attended a Clippers game at the Staples Center on March 22</li> <li>Girls Basketball Program registration opened on March 2 and closed on March 14</li> <li>Girls Basketball Season began on March 23 with a total of 220 girls registered</li> </ul>				
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	Not Assigned	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>	0%	FY 2015-2016	Ongoing
d. Coordinate a Youth Leadership/Student Government Day.	CMO	Not Assigned	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>	0%	FY 2015-2016	Ongoing



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<p>e. Partner with outside agencies and secure funding to rehabilitate zoo exhibits and expand the Santa Ana Zoo.</p>	PRCSA	Not Assigned	<ul style="list-style-type: none"> <li>Develop plans to launch this Spring, the Amazon's Edge Giant River Otter Project and development of the Zoo Master Plan.</li> <li>The PRCSA will identify the project and proposed funding sources on the FY 15/16 Capital Improvement Plan, which will later be submitted to the City Council for approval.</li> </ul>	<ul style="list-style-type: none"> <li>Developed a cost estimate for Giant River Otter Project, \$2,000,000.</li> <li>Funding in the amount of \$1.4 million towards the amount needed to start the planning process for the Giant River Otter Exhibit was identified.</li> </ul>	5%	FY 2017-2018	Ongoing
<p>f. Develop a process for youth sports scholarship programs.</p>	PRCSA	Jeannie Jurado	<ul style="list-style-type: none"> <li>1. The scope and focus of this program was discussed at the July 28 PREY Council Committee.</li> <li>2. The scope and focus for this program was presented to the full City Council on October 21, 2014.</li> <li>3. An update to the PREY Council Committee was presented on October 27.</li> <li>16 scholarship applications were distributed, 12 were returned, processed and awarded.</li> </ul>	<ul style="list-style-type: none"> <li>1. Scope and focus of Youth Sports Scholarship Program was approved by City Council at the October 21 City Council meeting.</li> <li>2. Scholarship application and award process was developed and it began being implemented in January 2015. \$100,000 is being used for the Scholarship program and \$100,000 for park deferred maintenance per City Council direction.</li> <li>12 scholarships were awarded to youth in the Youth Sports and After School Adventures Program</li> </ul>	45%	FY 2014-2015	Ongoing

**3. Expand use of technology as a tool for communication and education in the community.**



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<p>a. Launch new youth focus CTV3 programming.</p>	<p>PRCSA</p>	<p>Heather Folmar</p>	<ul style="list-style-type: none"> <li>WIA youth interns will be editing these videos and filming additional shows such as Teens Talk Books and DIY Arts &amp; Crafts.</li> </ul>	<ul style="list-style-type: none"> <li>Prepared a plan for youth focus shows for broadcast on CTV-3. Initiated production of planned shows, which will continue throughout Strategic Plan period.</li> <li>A youth focus CTV3 programming plan was developed with the collaboration from the CTV3 staff and Young Adult staff. WIA youth interns have begun working on filming several youth focused programs such as a cooking show for youth and a video game walkthrough.</li> </ul>	<p>40%</p>	<p>FY 2014-2015</p>	<p>FY 2014-2015</p>
<p>b. Create web resource for youth that will include internships, scholarships, college information, job opportunities, and career days.</p>	<p>PRCSA</p>	<p>Heather Folmar</p>	<ul style="list-style-type: none"> <li>Continue developing a plan for web products that focus on engaging Santa Ana youth and providing valuable information on scholarships, careers and internships in the city of Santa Ana; decide on best practices for outreach and increasing contact lists. Currently using GoogleDocs and email blasts to release information to Santa Ana youths; Develop a plan for featuring information in partnership with the Higher Education Center directed at Santa Ana youths utilizing E-services and Web production.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>In partnership with Higher Education staff, Teenspace tutors and WIA students, staff is developing a plan for web products that include local scholarships, career</li> </ul>	<p>15%</p>	<p>FY 2015-2016</p>	<p>FY 2015-2016</p>



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			<p>A plan for web products will be developed and ready for review in April 2015.</p>	<p>opportunities, and internships. Web products will focus on outreach, gaining contacts, and federal student aid. Staff will promote Santa Ana Library resources and local community resources.</p>			
<p>c. Review web, social media, and CTV3 services and develop new strategies for more effective use.</p>	<p>PRCSA</p>	<p>Heather Folmar</p>	<ul style="list-style-type: none"> <li>Plans are in development to launch improved content in FY 17-18. Web architecture and social media platforms are to be developed and utilized to improve communication with local youths by focusing on education, leadership opportunities, and community events.</li> </ul> <p>Staff is working on a plan for new web architecture to show web content that will be focused on providing youth with useful information which will include a strategy on how the web content, social media, and CTV3 videos will leverage each other to support youth in their personal and educational growth and development.</p>	<ul style="list-style-type: none"> <li>Plans in development to launch improved content in FY 17-18. Required web architecture in development.</li> <li>Discussions have taken place on appropriate content and managing the Library's branding to include participatory posts and outreach on social media platforms. Research is being conducted on ways to engage youth in social media platforms and disseminate useful information on programs and community events.</li> </ul>	<p>15%</p>	<p>FY 2017-2018</p>	<p>FY 2017-2018</p>



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<p>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.</p>	<p>PRCSA</p>	<p>Heather Folmar</p>	<ul style="list-style-type: none"> <li>Format and introduce the Hotspot initiative for check out; display the E-Zoo with device information and quick start guides. Research E-Library web architecture and decide on what to move forward with. Develop procedures for E-Services at the Roosevelt/Walker center. Continue to market E-Books and E-Audiobooks through our E-Services and expand our collection of E-materials. Research alternative E-resources such as E-Media and streaming video options.</li> </ul>	<ul style="list-style-type: none"> <li>A Library Management Intern has been hired to assist with these tasks. The online borrower registration option to allow users to obtain library cards granting access to all Library E-resources is in place. The electronic petting zoo devices are in the beginning stages of set up in the Main Library. The E-petting zoo will be unveiled at Plaza Primavera. Nook E-readers are now available for checkout at the library. Hot spot equipment has been ordered and will be available for checkout also. The collection of eBooks and eAudiobooks is being expanded. Research on local E-Libraries is being conducted and a web architecture map will be developed.</li> <li>New web architecture is being researched for E-Library Services by using local E-Libraries as examples. The organization and development of either an in-house or third party E-Library services page are being discussed. The Electronic Petting Zoo (E-Zoo) was launched at a community event, Plaza Primavera, and tested for youth and community engagement.</li> </ul>	<p>60%</p>	<p>FY 2015-2016</p>	<p>Ongoing</p>
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				<p>Improved E-Zoo procedures, applications, and information are being refined. Remote check out services are available via the Online Borrower Registration. Hot spot devices were received and launched to support the E-Zoo at Plaza Primavera; the Hotspot Initiative procedure and policies are being formatted.</p> <p>Format and introduce the Hotspot Initiative for check out; Update the E-Zoo and display inside the library for patron's to learn about E-services and devices; continue research for E-Library web architecture.</p>			
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**4. Partner with groups and organizations to promote education, senior services, job training and development for all Santa Ana residents.**

<p>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).</p>	CDA	Carlos de la Riva	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Expansion of training opportunities for Santa Ana residents</li> </ul>	20%	FY 2014-2015	Ongoing
<p>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.</p>	CDA	Carlos de la Riva	<ul style="list-style-type: none"> <li>Collaborate with SAUSD to expand workforce services throughout local schools and related institutions. Promote programs at locations where disconnected youth</li> </ul>	<ul style="list-style-type: none"> <li>Expansion and Funding of Training Opportunities for Santa Ana residents.</li> </ul>	20%	FY 2014-2015	Ongoing



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			congregate.				
<p>c. Continue to expand services and programs at the senior centers specifically in the areas of continuing education, mentoring and recreation.</p>	PRCSA	Jeannie Jurado	<ul style="list-style-type: none"> <li>Planning to meet with staff and direct them to provide an inventory of services currently provided at both senior centers.</li> <li>New series of health seminars began to be offered at Southwest Senior Center on March 12, 2015 New series of nutrition seminars began to be offered at Southwest Senior Center on March 24, 2015</li> </ul>	<ul style="list-style-type: none"> <li>Meetings with staff took place in February 2015 Senior Mobility program and excursions going strong. Senior wellness classes continue at both centers. In process of completing an inventory of services provided at both senior centers.</li> <li>Inventory of programs and services provided at both senior centers was completed.</li> </ul>	60%	FY 2014-2015	Ongoing
<b>3. Economic Development</b>							
<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>							
<p>a. Complete a comprehensive economic development strategy.</p>	CDA	Marc Morley	<ul style="list-style-type: none"> <li>Released RFQ for development of Economic Development Strategic Plan. Received 8 proposals.</li> <li>Economic Development Taskforce interviewed top 4 proposals and made recommendation to hire RSG to develop plan.</li> <li>City Council approved ED Taskforce recommendation to hire RSG to development ED Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>Citywide Economic Development Strategy to guide Economic Development activities in Santa Ana.</li> </ul>	40%	FY 2014-2015	FY 2015-2016



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			<ul style="list-style-type: none"> <li>CDA Staff Kick-off Meeting with RSG to discuss work plan to develop Strategy</li> </ul>				
b. Establish a Santa Ana Business Advisory Committee.	CDA	Marc Morley	<ul style="list-style-type: none"> <li>Established Economic Development Taskforce. Hold bi-monthly meetings</li> </ul>	<ul style="list-style-type: none"> <li>Action items from ED Taskforce will be forwarded to Council for approval. Taskforce will guide development of Economic Development Strategic Plan</li> </ul>	100%	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.	CDA	Marc Morley	<ul style="list-style-type: none"> <li>Released RFQ in October. Received 8 proposals. ED Taskforce interviewed top 4 and made recommendation to City Council to hire RSG to develop plan on February 3, 2015. City Council approved recommendation. Kick-off meeting with RSG on March 4, 2015 to discuss workplan to develop Strategy.</li> <li>Develop new citywide marketing strategy to attract and retain businesses. Work with downtown associations, S. Main street businesses, local Chambers of Commerce on joint marketing strategy. Developing business corridor profiles for citywide business attraction piece. Working with S. Main Merchants on banner program.</li> </ul>	<ul style="list-style-type: none"> <li>New branding and marketing materials for City. Increase in business attraction opportunities to City.</li> </ul>	50%	FY 2015-2016	Ongoing



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<p>f. Promote local business, reduce retail leakage and improve revenue tax base performance through the development of a "Santa Ana Buy Local Plan".</p>	<p>CDA</p>	<p>Marc Morley</p>	<ul style="list-style-type: none"> <li>• CDA staff met with the Santa Ana Chamber of Commerce to discuss Buy Local Plan</li> <li>• Reviewing Buy Local plans from other Cities</li> </ul>	<ul style="list-style-type: none"> <li>• Buy Local Marketing Campaign</li> </ul>	<p>35%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>
<b>2. Create new opportunities for business/job growth and encourage private development through new General Plan and Zoning Ordinance policies.</b>							
<p>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.</p>	<p>PBA</p>	<p>Vince Fregoso</p>	<ul style="list-style-type: none"> <li>• Develop RFQ for release to find consultant to help determine the scope of work for the Community Engagement Plan which will form the basis for the General Plan and Zoning Code Update.</li> <li>• RFQ for Community Engagement Plan released on 9-20-14. Submittals due back on 10-16-14.</li> <li>• Review RFQ submittals for Community Engagement Plan</li> <li>• RFCA to enter into contract with selected consultant for Community Engagement Plan</li> <li>• Complete and adopt Community Engagement Plan.</li> <li>• Release RFP for 20-year Vision Plan.</li> <li>• Select consultant for 20-year Vision Plan. Recommend City Council enter into agreement with</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize and adopt General Plan update and associated Environmental Impact Report.</li> </ul>	<p>23%</p>	<p>FY 2013-2014</p>	<p>FY 2015-2016</p>



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			<p>recommended consultant.</p> <ul style="list-style-type: none"> <li>Project Kick-off for 20-Year Vision Plan.</li> <li>Complete and adopt 20-year Vision Plan.</li> <li>Release RFP for General Plan Update consultant.</li> <li>Review RFP's and interview top candidates.</li> <li>Present recommended consultant team to City Council Development and Transportation Committee.</li> <li>City Council action to enter into agreement with recommended consultant.</li> <li>General Plan Update Project Kick-off.</li> </ul>				
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<p>b. Update the City's Zoning Ordinance to be consistent with the updated General Plan and include equitable, innovative, business friendly zoning practices.</p>	PBA	Vince Fregoso	<ul style="list-style-type: none"> <li>Complete and adopt Community Engagement Plan.</li> <li>Release RFP for 20-year Vision Plan.</li> <li>Complete and adopt 20-year Vision Plan.</li> <li>General Plan Update Project Kick-off.</li> <li>Begin initial draft of Zoning Code updates based on initial draft of General Plan Update policies/guidelines.</li> <li>Initial draft of proposed Zoning Code updates ready for review.</li> <li>Present final draft of proposed Zoning Code Updates to City Council for review and approval.</li> <li>Updated Zoning Code effective.</li> </ul>	<ul style="list-style-type: none"> <li>Finalize and adopt General Plan update, Zoning Code Amendments and associated Environmental Impact Report.</li> </ul>	12%	FY 2014-2015	FY 2015-2016
<p>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.</p>	CDA	Marc Morley	<ul style="list-style-type: none"> <li>Complete Fixed Guideway Project</li> <li>Complete update of General Plan Circulation element</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	25%	FY 2014-2015	FY 2018-2019
<p><b>3. Promote a solutions-based customer focus in all efforts to facilitate development and investment in the community.</b></p>							



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<p>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.</p>	PBA	Matt Foulkes	<ul style="list-style-type: none"> <li>Electronic Queuing System - Review of RFP's submitted for electronic queuing system for Development Services Counter</li> <li>Electronic Queuing System - RFCA to enter into agreement with selected vendor for electronic queuing system</li> <li>Electronic Queuing System - Finalize scope of work and collect signatures for agreement with selected vendor for queuing system</li> <li>Electronic Queuing System - Kick-off meeting with selected vendor and stakeholder group - electronic queuing system</li> <li>Electronic Queuing System - Needs assessment with selected vendor</li> <li>Online Permits - Review results from stress test (4/1/15) and prioritize additional programming requirements needed before launch.</li> <li>Online Permits - Project team determination of launch date</li> </ul>	<ul style="list-style-type: none"> <li>Implement electronic queuing system for Development Services Counter (Planning, Building, Public Works, Code Enforcement)</li> <li>Implement an Electronic Plan Review system for building plan check.</li> <li>Implement online building permit system.</li> </ul>	40%	FY 2013-2014	FY 2014-2015
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<p>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.)</p>	<p>CDA</p>	<p>Marc Morley</p>	<ul style="list-style-type: none"> <li>ED Taskforce approved 24 hour turnaround for inspection. In process of hiring 4 new inspectors and 4 new plan checkers</li> <li>ED Taskforce reviewed and recommended approval of Adaptive Reuse ordinance</li> <li>City Council approved Adaptive Reuse Ordinance</li> <li>ED Taskforce reviewed and recommendation approval for Electronic Plan Check and purchasing new technology for field inspectors to process inspections more efficiently.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning and Building department new hires and collaboration which will lead to a more streamlined development process.</li> </ul>	<p>50%</p>	<p>FY 2013-2014</p>	<p>Ongoing</p>
<p><b>4. Continue to pursue objectives that shape downtown Santa Ana into a thriving, culturally diverse, shopping, dining, and entertainment destination.</b></p>							
<p>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.</p>	<p>CDA</p>	<p>Kelly Reenders</p>	<ul style="list-style-type: none"> <li>Form an Ad-hoc Downtown Streetscape Committee to identify projects and initiatives and create a timeline for implementation. Partner with local groups (LHA, SABC, DTI) to implement Wellness Corridor and other improvements. Implement Tracking &amp; Monitoring Program to ensure quality/safety of all streetscape elements.</li> <li>Install Wayfinding Signage in and around Downtown</li> <li>Installed streetscape amenities along Wellness Corridor - Bike Racks and benches</li> </ul>	<ul style="list-style-type: none"> <li>A cleaner, safer, more attractive Downtown. Increased community engagement. Increased pedestrian and bike safety.</li> </ul>	<p>35%</p>	<p>FY 2014-2015</p>	<p>FY 2015-2016</p>





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b. Create a comprehensive program to manage parking that includes innovative strategies to provide parking, create revenue and enhance accessibility in the downtown.	CDA	Kelly Reenders	<ul style="list-style-type: none"> <li>Conduct Parking assessment study. Installed smart meters with sensors and pay-by-cell; Install credit card readers in garages; Upgrade parking garages; Create and distribute user friendly parking info; Review parking ordinance(s) to allow hours and rates consistent with usage.</li> </ul>	<ul style="list-style-type: none"> <li>A convenient, customer-friendly and safe parking experience for Downtown visitors. Increased revenue for the City and Downtown.</li> </ul>	55%	FY 2013-2014	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	Kelly Reenders	<ul style="list-style-type: none"> <li>Create strategic marketing plan to promote the arts downtown. Identify and install artistic outdoor elements downtown.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	40%	FY 2013-2014	Ongoing
e. Encourage downtown entertainment venues and outdoor dining.	CDA	Kelly Reenders	<ul style="list-style-type: none"> <li>Creation and promotion of entertainment permit.</li> <li>Currently working with downtown merchants to Install sidewalk cafes and bistro seating adjacent to eateries or in public/inactive spaces.</li> </ul>	<ul style="list-style-type: none"> <li>Increased entertainment venues and outdoor dining.</li> </ul>	45%	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	Kelly Reenders	<ul style="list-style-type: none"> <li>Creation and implementation of comprehensive downtown marketing plan to attract new businesses and new customers.</li> </ul>	<ul style="list-style-type: none"> <li>Define and promote the Downtown Santa Ana brand. Offer a diverse and authentic retail experience to a diverse group of customers.</li> </ul>	40%	FY 2014-2015	Ongoing
<b>5. Leverage private investment that results in tax base expansion and job creation citywide.</b>							



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<p>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).</p>	CDA	Marc Morley	<ul style="list-style-type: none"> <li>Support redevelopment of YMCA project with streamlined permit process</li> <li>Encourage and support development of 3rd and Broadway through concerted business attraction efforts and leads.</li> <li>Streamline process for development of Saddleback Inn site.</li> <li>Research and inventory other underutilized sites for potential development</li> </ul>	<ul style="list-style-type: none"> <li>Completion of YMCA Redevelopment project.</li> <li>Completion of 3rd and Broadway development project.</li> <li>Completion of Saddleback Inn development project</li> <li>City inventory of other underutilized sites for potential development.</li> </ul>	25%	FY 2014-2015	Ongoing
<p>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.</p>	CDA	Marc Morley	<ul style="list-style-type: none"> <li>Through the development of the City's Economic Development Strategic Plan, the City's industry clusters will be identified.</li> <li>Business retention and attraction strategy will be developed to enhance existing cluster industries in the City.</li> <li>City/Chamber business retention program formed to outreach to businesses in the City.</li> </ul>	<ul style="list-style-type: none"> <li>Established and prosperous business sectors will increase sales tax to the City's General Fund.</li> </ul>	35%	FY 2013-2014	FY 2014-2015
<p>c. Develop a knowledge base to foster economic development by partnering with non-profit organizations.</p>	CDA	Marc Morley	<ul style="list-style-type: none"> <li>Monthly meetings with Santa Ana Chamber of Commerce</li> <li>Increased collaboration with Orange County Business Council</li> </ul>	<ul style="list-style-type: none"> <li>In partnership with the Santa Ana Chamber of Commerce, formed Economic Development Council which includes representatives from local business stakeholders and organizations.</li> </ul>	35%	FY 2014-2015	Ongoing



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4. City Financial Stability							
1. Maintain a stable, efficient and transparent financial environment.							
<p>a. Develop and maintain an online database of city-owned properties to improve the transparency of government assets.</p>	FMSA	Waldo Barela	<ul style="list-style-type: none"> <li>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> </li> <li>2. Reconcile asset listings</li> <li>3. Consolidate asset list</li> <li>4. Distribute list to departments for changes</li> <li>5. Finalize comprehensive list and post</li> <li>Phase II: Develop maintenance plan (FY 15-16)</li> </ul>	<ul style="list-style-type: none"> <li>Have a comprehensive list of City buildings, facilities and property.</li> </ul>	40%	FY 2014-2015	Ongoing
<p>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.).</p>	FMSA	Waldo Barela	<ul style="list-style-type: none"> <li>1. Identified vendor-OpenGov \$9,500</li> <li>2. Review vendor &amp; establish agreement</li> <li>3. Review test-site with vendor</li> <li>4. Provide budget numbers &amp; reconcile postings</li> <li>5. Set launch date-June 2015</li> <li>6. Contract &amp; post</li> </ul>	<ul style="list-style-type: none"> <li>Post historical and budget numbers on interactive website. Post monthly checkbook information on website.</li> </ul>	60%	FY 2014-2015	FY 2014-2015
<p>c. Continue to conduct Community Budget Outreach meetings that provide budget and financial information.</p>	FMSA	Francisco Gutierrez	<ul style="list-style-type: none"> <li>Develop agenda for March 2015 meeting:               <ul style="list-style-type: none"> <li>a) 2nd Quarter results</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Conduct community outreach meetings.</li> </ul>	80%	FY 2013-2014	Ongoing



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			<ul style="list-style-type: none"> <li>b) Five-Year General Fund Financial Forecast</li> <li>c) CIP</li> <li>d) Budget Process Update</li> <li>e) Solicit Community Input</li> </ul>				
<p>d. Develop a fiscal health analysis tool that informs a department of its financial position in order to assist in its decision making process.</p>	FMSA	Waldo Barela	<ul style="list-style-type: none"> <li>• 1. Survey departments for required financial indicators</li> <li>• 2. Identify portal that properly displays relevant financial information</li> <li>• 3. Setup of portals</li> <li>• 4. Post portals</li> </ul>	<ul style="list-style-type: none"> <li>• Access by EMT and management to various tools.</li> </ul>	20%	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>							
<p>a. Adopt a budget that is an alignment with the financial forecast and strategic plan.</p>	FMSA	Francisco Gutierrez	<ul style="list-style-type: none"> <li>• 1. Create a preliminary budget calendar for FY 15-16</li> <li>• 2. Submit to CMO for approval</li> <li>• 3. Inform EMT</li> <li>• 4. Adopt one-year General Fund financial forecast &amp; four-year projection (Feb. 2015)</li> <li>• 5. Align proposed FY 15-16 budget with adopted financial forecast</li> </ul>	<ul style="list-style-type: none"> <li>• Approve budget calendar; update financial forecast, and have the proposed budget in alignment with the adopted financial forecast.</li> </ul>	90%	FY 2014-2015	Ongoing
<p>b. Provide quarterly updates on the City's financial forecast to ensure revenues and expenditures reflect the most up-to-date information and analysis.</p>	FMSA	Francisco Gutierrez	<ul style="list-style-type: none"> <li>• 1. Define baseline forecast and assumptions</li> <li>• 2. Review baseline assumptions as it relates to actual revenues &amp; expenditures</li> </ul>	<ul style="list-style-type: none"> <li>• Provide updated financial forecasts: Ongoing-Quarterly</li> </ul>	100%	FY 2013-2014	Ongoing



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			<ul style="list-style-type: none"> <li>3. Make modifications to the forecast</li> <li>4. Submit revised forecast to CMO for approval</li> </ul>				
c. Ensure reliable property tax information and development of a property tax forecasting model.	FMSA	Francisco Gutierrez	<ul style="list-style-type: none"> <li>1. Identify internal stakeholders</li> <li>2. Develop Request for Proposal</li> <li>3. Selection of vendor</li> <li>4. Implement model</li> </ul>	<ul style="list-style-type: none"> <li>Provide updated sales &amp; property tax forecast.</li> </ul>	10%	FY 2014-2015	Ongoing
d. Conduct an assessment of the City's debt and refinancing options to achieve savings.	FMSA	Francisco Gutierrez	<ul style="list-style-type: none"> <li>1. Review City's current debt &amp; refinancing options</li> <li>2. Refinance the Police Holding &amp; Administration Facility, Ross Annex, and the Parking Structure Lease</li> <li>3. Refinance 2004 water system bonds</li> <li>Phase II: Continue evaluating for other refinancing opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Refinancing of bonds complete.</li> </ul>	100%	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.	FMSA	Francisco Gutierrez	<ul style="list-style-type: none"> <li>1. Develop a fair &amp; equitable UUT ordinance for Council's consideration</li> <li>2. Council approved ordinance</li> </ul>	<ul style="list-style-type: none"> <li>Ordinance prepared for ballot measure November 2014.</li> </ul>	100%	FY 2013-2014	FY 2013-2014



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			<ul style="list-style-type: none"> <li>3. Prepare ordinance for voter consideration on Nov 4, 2014</li> </ul>				
b. Expand the budget and reserve policy to all funds to improve the overall fiscal health of the City.	FMSA	Francisco Gutierrez	<ul style="list-style-type: none"> <li>1. Identify best practices of reserve levels for internal and enterprise operations</li> <li>2. Revise Fiscal Policy to reflect reserve levels</li> <li>3. Submit for CMO approval</li> </ul>	<ul style="list-style-type: none"> <li>Allocate an appropriate percentage of operations to fund reserves for depts./divisions that utilize internal service, special revenue, and enterprise funds.</li> </ul>	50%	FY 2014-2015	FY 2015-2016
c. Implement a plan to achieve a General Fund budgetary fund balance of 20% of expenditures.	FMSA	Francisco Gutierrez	<ul style="list-style-type: none"> <li>Identify current reserve fund balance &amp; delineate the 20% reserve fund allocation</li> </ul>	<ul style="list-style-type: none"> <li>Develop plan to achieve and maintain the 20% reserve balance.</li> </ul>	100%	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.).	FMSA	Francisco Gutierrez	<ul style="list-style-type: none"> <li>1. Compile list of methodology &amp; calculation for full cost recovery.</li> <li>2. Identify new and existing miscellaneous fees that can reach full-cost recovery.</li> <li>3. Validate existing and identify new miscellaneous fees that can reach full-cost recovery.</li> <li>4. Provide listings of Miscellaneous Fees to Departments for full-cost recovery recommendations</li> <li>5. Incorporate into Miscellaneous Fee Schedule</li> </ul>	<ul style="list-style-type: none"> <li>Implement a cost-recovery plan using Miscellaneous Fees and explore innovative revenue sources.</li> </ul>	25%	FY 2014-2015	Ongoing



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<p>e. Ensure a citywide coordinated effort to seek grant funding through the establishment of a Grant Coordinator.</p>	<p>CMO</p>	<p>Jorge Garcia</p>	<ul style="list-style-type: none"> <li>Reinstitute Grants Team quarterly meeting comprised of at least one representative from each Agency/Department to discuss current grants and opportunities for new grants.</li> <li>Assign SMA from CMO to oversee grants throughout the organization.</li> <li>Through the Grants Team, identify software/consultant to facilitate grants coordination including seeking new grants, training for staff, tracking, and oversight (i.e. eCivis, GrantsTracker, etc.)</li> <li>Coordinate grant efforts with State and Federal Liaisons to maximize award.</li> <li>Held seven telephone calls with State and Federal lobbyist to coordinate Grant Efforts.</li> <li>Held meetings with the following legislative offices to discuss priorities: Senator Boxer, Senator Feinstein, Assembly member Daly.</li> <li>Participated in two webinars related to Federal Grants administration/management.</li> <li>Attended grants meeting for OC-PICH Grant collaborative with Anaheim/Garden Grove.</li> <li>Discussed upcoming Police,</li> </ul>	<ul style="list-style-type: none"> <li>The City was awarded a \$3.3 million in State Active Transportation Grant Funding. The grant encompasses six different projects including three Safe Routes to School projects, bike boulevards, Class II bike lanes, and a Complete Streets Plan</li> <li>Total grants awarded year-to-date to the benefit of the City of Santa Ana: \$14,088,800</li> </ul>	<p>100%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>
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			<p>Transportation, and other grant opportunities with both state and federal advocates.</p> <ul style="list-style-type: none"> <li>Meet with various non-profits related to My Brother's Keeper and discussed both potential grant opportunities for MBK and also other grants for City and Community partnerships.</li> <li>Organized federal grant training related to Uniform Grant Guidance for March 11, 2015. There will be 10 staff members in attendance</li> </ul>				
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**5. Community Health, Livability, Engagement & Sustainability**

**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	Verny Carvajal	<ul style="list-style-type: none"> <li>Issued Request for Qualifications (RFQ) to select a consulting team that can provide technical expertise to the City to develop a Community Engagement Plan which will form the basis for all of the City's future public engagement efforts, including those used for the Vision Plan, General Plan and Zoning Code.</li> <li>Deadline for receipt of submittal responses to RFQ.</li> <li>Stakeholder rater kickoff meeting held to go over rater guidelines and distribution of</li> </ul>	<ul style="list-style-type: none"> <li>Increased meaningful and measurable participation from the Community as measured by the level in which members of the community work together with the City in collaborative processes or through formal groups to create policy change, build connections and/or realize a common vision.</li> <li>Develop "tool box" for community engagement that will include monitoring and evaluation to ensure that the adopted plan is achieving its intended purpose and meets or exceeds generally</li> </ul>	25%	FY 2014-2015	FY 2015-2016
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			<p>evaluation packages including all responses.</p> <ul style="list-style-type: none"> <li>• “Short List” of potential consultants selected based on RFQ scores determined.</li> <li>• Interviews with "short list" of Consultants.</li> <li>• 2nd Round of Interviews with top two candidates.</li> <li>• Recommendations made to the Development and Transportation City Council Committee regarding recommended consultant.</li> <li>• City Council action to enter into exclusive negotiations with recommended consultant.</li> <li>• Enter into contract with selected consultant to begin work. Schedule Project Kick-Off Meeting.</li> <li>• Projected Completed Community Engagement Plan completion and adoption.</li> </ul>	<p>accepted standards for community engagement.</p>			
<p>b. Host a Town Hall meeting twice a year to provide a status report on implementation of strategic initiatives and to seek community comment.</p>	<p>CMO</p>	<p>Robert Cortez</p>	<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Provide status update to the community and stakeholders. Collect community/stakeholder feedback in order to: report to the City Council and adjust the Strate</li> <li>• Community meetings were held on 10/29/14 and 3/30/15 in conjunction with the Budget</li> </ul>	<p>100%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>



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			<ul style="list-style-type: none"> <li>Will continue to promote and conduct public outreach efforts to encourage participation (nixe, e-mail notification, Facebook, etc.).</li> <li>Monthly status reports are post on the City's website to continually inform the community on progress.</li> </ul>	<p>Outreach meeting to report on the progress of the strategic plan. PowerPoint presentations are available on the City's website.</p>			
<p>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.</p>	CDA	Scott Kutner	<ul style="list-style-type: none"> <li>With regard to apartment manager training, curriculum developed with Apartment Owners Association of California, OC Fair Housing, SAPD, OCFA and Code Enforcement. Initial two day training attended by 90 apartment managers in mid-February 2015. An additional 85 apartment managers are on the "wait list" and in response, a second training will be offered on April 30th and May 7th. With regard to HOA training, curriculum developed and partnership created with the OC Chapter of the Community Association Institute. Marketing and promotion of this one day training will begin in July 2015 and the training will be offered in early September 2015.</li> <li>With regard to resident leadership training, curriculum under development and partnership</li> </ul>	<ul style="list-style-type: none"> <li>Implement for training program for neighborhood associations/residents, troubled home owner associations and apartment manager groups. Implement resource and recognition programs in FY 2015-16.</li> </ul>	50%	FY 2014-2015	Ongoing



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			<p>discussions underway to offer 10 week resident leader training in the Summer of 2015.</p> <ul style="list-style-type: none"> <li>With regard to annual award and recognition program, Steering Committee with representatives of community-based organizations formed and kick-off discussions initiated for event planned in FY 15-16. Partnership discussions have also commenced to partner with the SA Chamber of Commerce to strengthen the connection between the local business community and Santa Ana's neighborhood serving organizations.</li> </ul>				
<p>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.</p>	CMO	Alma Flores	<ul style="list-style-type: none"> <li>Continue to explore best practices from other agencies &amp; cities.</li> <li>Working with Staff &amp; Internal Communications Team to identify additional opportunities for outreach, partnerships and policies for maximum effectiveness</li> <li>Expand use of video</li> <li>Increase partnerships</li> <li>Creating marketing plan</li> </ul>	<ul style="list-style-type: none"> <li>City staff has made tremendous strides to maximize outreach of existing infrastructure. Improvements to the City's website resulted in an increase of 30-40k new unique hits per month (a 30% increase).</li> <li>Introduced business testimonials to website, partnerships with Chamber of Commerce, Westfield Mainplace Mall &amp; OC Blues to cross promote.</li> <li>Partnered with SAUSD to utilize e-flyer distribution to increase outreach.</li> </ul>	75%	FY 2014-2015	Ongoing



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				<ul style="list-style-type: none"> <li>A 100% increase of social media likes/participants and 12,000 person increase in Nixle subscribers. Assisted in development of Downtown Bulletin, added communication elements to Parks &amp; Rec brochures, monthly employee newsletters and roll out of Council Chambers Display case. Create monthly videos for distribution at community meetings as well as social media, etc.</li> <li>Partnered with Parks &amp; Rec. to add City communications and increase public awareness of programs in the Parks quarterly brochure</li> <li>Partnered with SAUSD on a monthly basis to distribute City News to 40,000 additional families to increase outreach for City programs.</li> <li>Expand use of new technologies/ video with Shop Local campaign.</li> </ul>			
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	<ul style="list-style-type: none"> <li>Voter outreach program - partnership at the following events: Día del Niño, Cinco de Mayo, SOMOS, Fiesta Navidad. Also, updated City web information and Facebook, sent out Nixle Alert, and Employee global</li> </ul>	<ul style="list-style-type: none"> <li>Increase number of registered voters in the City of Santa Ana; Provide information on importance of voter participation and Poll Worker &amp; Student Poll Worker Programs.</li> </ul>	70%	FY 2014-2015	Ongoing



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			distribution.				
f. Develop a City Community Volunteer/Internship Coordination program.	CMO	Jorge Garcia	<ul style="list-style-type: none"> <li>Assign SMA from CMO to oversee grants throughout the organization.</li> <li>Reinstitute Grants Team quarterly meeting comprised of at least one representative from each Agency/Department to discuss current grants and opportunities for new grants.</li> <li>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.)</li> <li>Coordinate grant efforts with State and Federal Liaisons to maximize award.</li> <li>Held seven telephone calls with State and Federal lobbyist to coordinate Grant Efforts.</li> <li>Held meetings with the following legislative offices to discuss priorities: Senator Boxer, Senator Feinstein, Assembly member Daly.</li> <li>Participated in two webinars related to Federal Grants administration/management.</li> <li>Attended grants meeting for OC-PICH Grant collaborative</li> </ul>	<ul style="list-style-type: none"> <li>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. Monthly meetings with interns will continue to be conducted to promote development, networking, and to learn from City Executives.</li> </ul>	100%	FY 2014-2015	Ongoing





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			<p>with Anaheim/Garden Grove.</p> <ul style="list-style-type: none"> <li>• Discussed upcoming Police, Transportation, and other grant opportunities with both state and federal advocates.</li> <li>• Conducted MBK Local Action Summit</li> <li>• Meet with various non-profits related to My Brother's Keeper and discussed both potential grant opportunities for MBK and also other grants for City and Community partnerships.</li> <li>• Organized federal grant training related to Uniform Grant Guidance for March 11, 2015. There will be 12 staff members in attendance</li> <li>•             <ol style="list-style-type: none"> <li>1. Conduct Internship development meetings with a member from each Agency/Department.</li> <li>2. Conduct recruitment and market throughout the community.</li> <li>3. Securing hiring of 12-14 interns for fiscal year 2014/15.</li> <li>4. Provide opportunities for interns to gain experience throughout the organization.</li> <li>5. Conduct Police Department Background for two candidates.</li> <li>6. Held City Manager presentation with interns and conducted networking</li> </ol> </li> </ul>				
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			<p>session.</p> <p>7. Management Intern in Personnel Agency has taken lead role in development of Internship Program.</p> <p>8. Hired an Intern in the Police Department and also in the Finance Department.</p> <p>9. Intern position in development for IT Division to assist with website related projects.</p> <p>10. Meeting with Interns changed from quarterly to monthly.</p> <p>11. Completed two additional monthly meetings with Police Department and Zoo Division of PRCSA.</p> <p>12. Complete the recruitment and onboarding of interns in the Police Department.</p> <p>13. Internship recruitment package being prepared for next year's interns as well as a specific summer internship program for high school students.</p>				
g. Establish a Sister Cities program to foster a bond with different communities to promote humanitarian efforts as well as mutual cross-cultural understanding.	CDA	Kelly Reenders	<ul style="list-style-type: none"> <li>• Establish priority region/country for initial Sister City relationship.</li> <li>• Draft formal request to Sister Cities International, Mexican Consulate, and Foreign Ministry of Mexico.</li> </ul> <p>Mexico selected as priority country - specifically Guanajuato, Guadalajara, Queretaro, Cuernavaca, and</p>	<ul style="list-style-type: none"> <li>• Establish Sister City.</li> </ul>	20%	FY 2014-2015	FY 2014-2015



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			<p>Guadalajara identified.</p> <ul style="list-style-type: none"> <li>Exploratory trip to responsive cities within Mexico.</li> </ul>				
h. Develop a 20-year visioning plan.	PBA	Vince Fregoso	<ul style="list-style-type: none"> <li>RFQ for Community Engagement Plan Released on 9-20-2014</li> <li>City Council Action to enter into Agreement with selected Community Engagement Plan Consultant</li> <li>Complete and adopt Community Engagement Plan.</li> <li>Release RFP for 20-Year Vision Plan</li> <li>Select Consultant for 20-Year Vision Plan. Recommend City Council enter into agreement with recommended consultant.</li> <li>Project kick-off for 20-Year Vision Plan</li> <li>Complete and adopt 20-Year Vision Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Complete and adopt 20-Year Vision Plan</li> </ul>	5%	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	Alma Flores	<ul style="list-style-type: none"> <li>Working with Internal Communications Team to identify &amp; form partnerships.</li> <li>Conducting continuous outreach and exploring new and creative ways to partner. Efforts will be ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>City has expanded partnership with SAUSD to send a monthly City News newsletter detailing information of programs and community events.</li> <li>City has also standardized the outreach strategy so</li> </ul>	60%	FY 2014-2015	Ongoing





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				<p>partner agencies consistently hear of upcoming programs, events and learn of opportunities to partner.</p> <ul style="list-style-type: none"> <li>Continuing to partner with Downtown Inc. and the Santa Ana Business Council to promote business. City also implemented a business feature on the website to highlight and promote one business each month.</li> <li>Ongoing efforts include meeting with partner agencies to anticipate issues, facilitate information, and present partnering opportunities etc.</li> </ul>			
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**2. Expand opportunities for conservation and environmental sustainability.**


<p>b. Create performance measures to track the City's progress in implementing the Climate Action Plan and other "green" efforts citywide.</p>	PWA	Jered Elmore	<ul style="list-style-type: none"> <li>Complete development of the Climate Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>Draft Climate Action Plan document (ready to start EIR process)</li> </ul>	80%	FY 2014-2015	FY 2014-2015
<p>c. Create a green building policy that incorporates sustainable concepts into residential and nonresidential uses; support demonstration projects and best practices.</p>	PBA	Gerald Caraig	<ul style="list-style-type: none"> <li>Adopt Cal Green and California Energy Codes.</li> <li>Complete Online Building Permits including Green Building and energy Efficiency measures</li> <li>Continue to promote no fee solar permit program.</li> <li>Streamline over-the-counter solar permit issuance</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of energy efficient residential and commercial projects.</li> <li>Increased number of solar installations.</li> <li>Reduced plan check times for solar installation projects.</li> </ul>	90%	FY 2015-2016	FY 2016-2017


**3. Facilitate diverse housing opportunities and support efforts to preserve and improve the livability of Santa Ana neighborhoods.**





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<p>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.</p>	CDA	Kelly Reenders	<ul style="list-style-type: none"> <li>Initiate quarterly reviews of Santa Ana's building inventory with Planning and Building Agency staff for the purpose of identifying underutilized or vacant properties and potential development concepts.</li> </ul>	<ul style="list-style-type: none"> <li>Appraisal firm being considered to appraise City properties. RFP may be issued sometime in May and June. Staff is working with Parks regarding development of City properties on 6th St.</li> </ul>	25%	FY 2013-2014	Ongoing
<p>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.</p>	PBA	Melanie McCann	<ul style="list-style-type: none"> <li>Complete and adopt Harbor Boulevard Mixed Use Transit Corridor Plan.</li> <li>Develop Housing Opportunity Ordinance guidelines for implementation.</li> <li>Utilize in-lieu fees to develop affordable housing.</li> <li>Ensure developments providing affordable housing within the development project site remain in compliance.</li> </ul>	<ul style="list-style-type: none"> <li>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 requirement.</li> </ul>	95%	FY 2013-2014	Ongoing
<p>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.</p>	CDA	Kelly Reenders	<ul style="list-style-type: none"> <li>RFP created for use of funds specified City housing preferences.</li> </ul>	<ul style="list-style-type: none"> <li>One project identified and the city will continually stress during negotiations that City preferences must be met (for resident selection). Also, when Housing Authority waiting list is opened sometime this summer, Veterans will have a preference during that process.</li> </ul>	80%	FY 2013-2014	Ongoing



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<p>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</p>	CMO	Alma Flores	<ul style="list-style-type: none"> <li>Conducting continuous outreach and exploring new and creative ways to partner. Efforts will be ongoing.</li> <li>Meetings are being scheduled with County staff to discuss check-in center project and recommendations from the OC Commission to End Homelessness regarding their new recommendations for year-around shelter strategies and approach to wrap around services.</li> <li>Draft Management and Operation Plan for the Salvation Army Expansion (75 beds) is currently under review.</li> </ul>	<ul style="list-style-type: none"> <li>An update to the Public Safety Committee on the property storage/check-in center was provided on 1/27/15.</li> <li>Staff continues to engage stakeholders to further develop pilot project requirements and evaluate potential sites.</li> <li>The County of Orange indicates it will consider the issue once its incoming Board is in place and briefed on matters pertaining to homeless in the Civic Center.</li> <li>Presentation to the Public Safety Committee on 3/24/15 and received direction to pursue partnership with the County of Orange to select a site and discuss in particular the parking lot next to Building 16 to establish a Homeless Property Check-In Center.</li> </ul>	20%	FY 2013-2014	Ongoing
<b>4. Support neighborhood vitality and livability.</b>							
<p>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.</p>	PRCSA	Ron Ono	<ul style="list-style-type: none"> <li>Prepare concept plans for Pacific Electric Park, Vista del Rio Park, Roosevelt/Walker Joint Use Park, Centennial Eco-Park and Library Park.</li> <li>The PRCSA is refining the</li> </ul>	<ul style="list-style-type: none"> <li>Architect starting development plans for Pacific Electric Park. Close to securing 100% funding for Pacific Electric Park and the Vista del Rio Park. Roosevelt Comm. Center architectural plans sent to Department of State Architects for approval. Began early planning for</li> </ul>	50%	FY 2014-2015	Ongoing



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			<p>concept plan for Pacific Electric Park with the architect. A Community meeting to discuss Vista Del Rio Concept Plan will be scheduled.</p>	<p>developing landscape and open space improvements around the Main Library and Centennial Eco-Park.</p> <ul style="list-style-type: none"> <li>The concept and status of Pacific Electric Park was discussed at the Board of Recreation and Parks meeting. The PRCSA received additional community input supporting project.</li> </ul>			
<p>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.</p>	PRCSA	Jeannie Jurado	<ul style="list-style-type: none"> <li>Will be scheduling a meeting with Planning and Building and CDA staff to discuss this strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Began making plans to launch this effort in FY15/16.</li> </ul>	3%	FY 2014-2015	FY 2014-2015
<p>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.</p>	CMO	Scott Kutner	<ul style="list-style-type: none"> <li>Develop criteria and a process for identifying improvements, initiatives and areas that staff intend to focus upon for resource investments and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Identify strategic resources, programs, and services including partnerships with Orange County Charitable Ventures and private foundations to fundraise, with the goal of enhancing the quality of life in key neighborhoods and supporting the work of inter-agency teams, community-based organizations, non-profits and faith-based groups</li> </ul>	20%	FY 2015-2016	Ongoing



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<p>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.</p>	<p>CMO</p>	<p>Scott Kutner</p>	<ul style="list-style-type: none"> <li>• Develop criteria and a process for identifying improvements, initiatives and areas that staff intend to focus upon for resource investments and partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• Selection of residential area and implement strategies that will enhance quality of life through investment resources, programs and services in target area.</li> </ul>	<p>20%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>
<p>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, asentee landlords, landlord/tenant rights and responsibilities, etc.).</p>	<p>PBA</p>	<p>Alvaro Nunez</p>	<ul style="list-style-type: none"> <li>• Volunteer Program to address non-life safety violations.</li> <li>• Hire (2) additional Community Preservation Inspectors.</li> <li>• Continue to collaborate with the Police Department and City Attorneys Office on Medical Marijuana Enforcement.</li> <li>• Partner with Orange County Social Services to address Hoarding and other Mental Health Issues.</li> <li>• Community Preservation Inspector Exam - Personnel</li> <li>• Community Preservation Interviews</li> <li>• Eligible candidates list to Community Preservation Manager for selection</li> <li>• Finalize selection process. Route Cert for signatures.</li> <li>• Employee start date for Community Preservation Inspectors.</li> </ul>	<ul style="list-style-type: none"> <li>• Inter-departmental task-force with OCFA, Police Department, O.C. Social Services.</li> <li>• Implement mobile work-station technologies.</li> </ul>	<p>55%</p>	<p>FY 2013-2014</p>	<p>FY 2014-2015</p>



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			<ul style="list-style-type: none"> <li>in conjunction with the SAPD, successfully closed (5) marijuana grow operations.</li> </ul>				
<b>5. Promote a strong arts and culture infrastructure.</b>							
<p>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.</p>	CDA	Kelly Reenders	<ul style="list-style-type: none"> <li>The Arts and Culture Commission to adopt Bylaws and begin process for Master Plan RFP development. Coordinate event for artists. Request for Proposals for Arts Master Plan released on February 5, 2015. Proposals due on March 5, 2015. 6 proposals received and in process of being evaluated.</li> </ul>	<ul style="list-style-type: none"> <li>Arts and Culture Commission bylaws adopted. Master Plan RFP ad hoc committee formed and approved Master Plan RFP for Council. Council approved on February 3rd.</li> </ul>	30%	FY 2014-2015	FY 2015-2016
<p>b. Generate public and private support and resources to strengthen, expand and stabilize funding for the arts.</p>	CDA	Kelly Reenders	<ul style="list-style-type: none"> <li>Develop and identify arts related financing and funding opportunities for the Artist Community.</li> <li>The Arts and Culture Commission is recommending the Investing in the Artist Grant Opportunity to solicit project proposals from emerging and established artists and arts organizations. The Arts and Culture Commission will be evaluating and selecting the applications for awards in the amounts of \$5,000 and \$10,000 to enrich and</li> </ul>	<ul style="list-style-type: none"> <li>Developed grant application to fund artists.</li> </ul>	55%	FY 2014-2015	Ongoing



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			invigorate the Santa Ana arts and culture landscape.					
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.	CDA	Kelly Reenders	<ul style="list-style-type: none"> <li>Multiple events supporting arts and culture have been completed and some are in the process of being planned.</li> </ul>	<ul style="list-style-type: none"> <li>Several Events have been completed: Plaza Primavera, Dia del Nino, Cinco de Mayo, 4th of July, Plaza Wellness, and Fiestas Santa Ana, SOMOS events, and Plaza Santa Ana Tree Lighting. In addition, an Artist mixer was held at SARTC in December 2014.</li> </ul>	65%	FY 2013-2014	Ongoing	
d. Create policies and guidelines for public art.	CDA	Kelly Reenders	<ul style="list-style-type: none"> <li>This strategy will be discussed at a future Arts and Culture Commission meeting and as part of the Arts and Culture Master Plan process.</li> </ul>	<ul style="list-style-type: none"> <li>Development of policies and guidelines for public art</li> </ul>	15%	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	Jeannie Jurado	<ul style="list-style-type: none"> <li>Review of website outline to identify strengths and weaknesses in preparation for further development and implementation, starting with Area 4.</li> </ul>	<ul style="list-style-type: none"> <li>Plans are being developed in order to launch this strategy in FY 15/16.</li> <li>Outline of general get-fit resources was completed and it is being analyzed.</li> </ul>	10%	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	Melanie McCann	<ul style="list-style-type: none"> <li>Work with consultant to determine the best approach to integrate health and wellness into Visioning Plan</li> </ul>	<ul style="list-style-type: none"> <li>Improved communications between Public Works, Planning Division and Parks and Recreation regarding</li> </ul>	75%	FY 2013-2014	FY 2014-2015	



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			<p>and General Plan Update.</p> <ul style="list-style-type: none"> <li>Incorporate health goals and policies into the C.I.P. and other implementation plans that address health (General Plan, Zoning Ordinance).</li> </ul>	<p>infrastructure improvements.</p> <ul style="list-style-type: none"> <li>Increased access to opportunities for recreation and health identified in the General Plan and Capital Improvement Plan.</li> </ul>			
<p>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).</p>	PRCSA	Jeannie Jurado	<ul style="list-style-type: none"> <li>1. Prepared the job specifications, hiring justifications and supplemental questioners for 4 Wellness Education Interns (1 Senior Admin Intern &amp; 3 Admin Interns).</li> <li>2. Recruitment for the hiring of 4 Wellness Education Interns has been approved and is underway</li> <li>3. Jerome Community Garden is open to the public on Wednesdays and Fridays from 11am to 2pm and Saturdays from 9am to 2pm</li> </ul> <ul style="list-style-type: none"> <li>Gardening workshops are being offered on Monday afternoons and Saturday morning at Madison Community Garden and on Wednesday mornings and Saturday afternoons at Jerome Community Garden.</li> </ul>	<ul style="list-style-type: none"> <li>1. Applications were reviewed and interviews were held in December. Interns were hired.</li> <li>2. Community members and interested groups are visiting and working at the Jerome Community Garden on a regular basis. A group of volunteer leaders is meeting with city staff on a monthly basis to plan for programming and maintenance of the Jerome Garden.</li> </ul> <ul style="list-style-type: none"> <li>The Senior Admin Intern and 1 Admin Intern have begun working.</li> </ul>	55%	FY 2014-2015	FY 2018-2019
<p>d. Partner with the California Endowment, Schools, charitable foundations and other non-profit organizations to implement health and wellness programming</p>	PRCSA	Jeannie Jurado	<ul style="list-style-type: none"> <li>The Agency continues to be an active partner in the Santa Ana Building a healthy</li> </ul>	<ul style="list-style-type: none"> <li>In progress of developing a list of all Agency programs and activities that add to</li> </ul>	35%	FY 2014-2015	Ongoing





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(including a healthy Santa Ana website) based on quantifiable and measurable data.			community and is working with schools and multiple non-profits to advance health and wellness programs in Santa Ana.	Health and Wellness improvements in Santa Ana.			
e. Expand Senior Center programing to provide greater enrichment and explore activities in art, culture and health.	PRCSA	Jeannie Jurado	<ul style="list-style-type: none"> <li>Added more programming to Senior Centers and strengthen the impact of existing services at the Center. Will continue in this direction.</li> <li>Partnership with the Bowers Museum to offer monthly arts classes at the Southwest Senior Center began on March 25. 20 seniors participated in a paper umbrella painting project.</li> </ul>	<ul style="list-style-type: none"> <li>Meetings with Staff took place in February 2015. More programming to Senior Centers have been added.</li> <li>Cake decorating and art classes begin to be offered at the Southwest Senior Center</li> </ul>	50%	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.)	PBA	Melanie McCann	<ul style="list-style-type: none"> <li>Complete Update of General Plan Circulation Element</li> <li>Add Planning representative to working group on Economic Development Strategy Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Health and Wellness principles included in Economic Development Strategy documents.</li> </ul>	10%	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).	PRCSA	Jeannie Jurado	<ul style="list-style-type: none"> <li>Evaluating the success and lessons learned from the October 5 event. The SOMOS event has been scheduled for November 8, 2015.</li> </ul>	<ul style="list-style-type: none"> <li>Plans are in the works for SOMOS 2015: 2/12/15 A Healthy Cities Committee meeting took place, this was led by Councilwoman Martinez, and SOMOS was on the agenda. 2/19/15 PRCSA met with</li> </ul>	90%	FY 2014-2015	Ongoing



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				Santa Ana Merchants regarding the 2015 plans for SOMOS.			
<b>6. Community Facilities &amp; Infrastructure</b>							
<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	Jered Elmore	<ul style="list-style-type: none"> <li>Develop classification of infrastructure assets</li> <li>Conduct physical inventory of existing infrastructure assets</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure Asset Inventory</li> </ul>	25%	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	Jered Elmore			0%	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	Jered Elmore	<ul style="list-style-type: none"> <li>Define "high quality of life standard" for each asset type</li> <li>Assess current state of assets</li> <li>Perform gap analysis</li> </ul>	<ul style="list-style-type: none"> <li>Develop investment baseline</li> </ul>	10%	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	Jered Elmore	<ul style="list-style-type: none"> <li>Identify potential projects/programs by land use</li> <li>Identify potential projects/programs by asset type</li> <li>Identify potential projects/programs by creative financing method</li> </ul>	<ul style="list-style-type: none"> <li>List of project candidates</li> </ul>	100%	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	Jered Elmore	<ul style="list-style-type: none"> <li>Expand existing FY 14/15 Capital Improvement Program/Community</li> </ul>	<ul style="list-style-type: none"> <li>Complete list of funded and unfunded projects/programs</li> </ul>	50%	FY 2013-2014	FY 2015-2016



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			Investment Program as part of citywide FY 15/16 budget process				
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	Jered Elmore	<ul style="list-style-type: none"> <li>Perform timely asset condition assessments</li> <li>Update CIP</li> </ul>	<ul style="list-style-type: none"> <li>Revised list of funded/unfunded projects/programs for FY 15/16 budget</li> </ul>	25%	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, sportsfields, soccer fields, senior centers, bike master plan, etc.)	PWA	Jered Elmore	<ul style="list-style-type: none"> <li>Monitor implementation of planned projects</li> </ul>	<ul style="list-style-type: none"> <li>High on-time project delivery rate</li> </ul>	95%	FY 2014-2015	Ongoing
h. Complete water/waste water rate study to ensure adequate resources to capture critical long-term capital needs.	PWA	Jered Elmore	<ul style="list-style-type: none"> <li>Update rates analysis - prepare an annual rate evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Recommended rates adjustment</li> </ul>	100%	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.	CMO	Robert Cortez	<ul style="list-style-type: none"> <li>Development of Draft Citywide IT Strategic Plan</li> <li>Released RFP to seek a qualified consultant to assist with the assessment of the IT throughout the organization</li> <li>Selection of consultant and commence assessment</li> <li>Conduct 27 employee workshops (24 completed)</li> </ul>	<ul style="list-style-type: none"> <li>Conduct IT Assessment (5-6 month process)</li> <li>Development of implementation roadmap</li> <li>Prioritize and implement recommendations</li> <li>Finalize IT Strategic Plan</li> </ul>	70%	FY 2014-2015	FY 2015-2016



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			thus far) <ul style="list-style-type: none"> <li>Present findings, recommendations and budget requests to CM, EMT, FEDT and City Council as part of the 2015-16 budget.</li> </ul>				
<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	Jered Elmore	<ul style="list-style-type: none"> <li>Coordinate a scoping meeting with other City agencies and determine user requirements</li> </ul>	<ul style="list-style-type: none"> <li>Schedule for development of the Deferred Maintenance Plan</li> </ul>	10%	FY 2014-2015	Ongoing
b. Utilize a five-year Deferred Maintenance Plan to strategize and finance funded and unfunded needs.	PWA	Jered Elmore	<ul style="list-style-type: none"> <li>To follow completion of 6.2.a</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>	0%	FY 2016-2017	Ongoing
<b>7. Team Santa Ana</b>							
<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.	PSA	Ed Raya	<ul style="list-style-type: none"> <li>Developing a Customer Service Training program to be offered in early 2015.</li> </ul>	<ul style="list-style-type: none"> <li>Provide a standardize approach to working with the Citizens of Santa Ana.</li> </ul>	50%	FY 2014-2015	Ongoing



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<p>b. Annually conduct a statistically valid random-sample community satisfaction survey to assess satisfaction with the delivery of major City services.</p>	CMO	Alma Flores	<ul style="list-style-type: none"> <li>Identify best practices from neighboring Cities &amp; Agencies</li> <li>Identify three agencies to conduct the survey &amp; how it will be implemented</li> <li>Determine if an RFP will be needed</li> <li>Create Community Survey</li> <li>Implementation</li> </ul>	<ul style="list-style-type: none"> <li>City has completed the Employee Satisfaction Survey and is in the process of compiling &amp; evaluating feedback.</li> <li>City staff has contacted neighboring cities and agencies to determine best practices for community survey.</li> <li>Conducted informational interviews of three vendors to gather feedback and additional best practices data.</li> <li>City staff will need to determine if an RFP is necessary and identify intended goals of the community survey.</li> </ul>	40%	FY 2014-2015	Ongoing
<p>c. Conduct an annual volunteer "day of service" where City employees volunteer in the community.</p>	CMO	Jorge Garcia	<ul style="list-style-type: none"> <li>Established the list of working group members to discuss planning of event. Meetings will begin in mid-February to discuss.</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>	5%	FY 2014-2015	Ongoing
<p><b>2. Establish communication plans to engage and inform employees and the community about City activities.</b></p>							



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<p>a. Use City display cases to inform and showcase each department to the community.</p>	CMO	Alma Flores	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Roll out of schedule is underway.</li> </ul>	100%	FY 2014-2015	Ongoing
<p>b. Develop communication policies addressing the type of matters that will be promoted to employees/public and the internal process to ensure timely distribution.</p>	CMO	Alma Flores	<ul style="list-style-type: none"> <li>Create policies including media policy, social media policy, employee newsletter, external newsletter, Channel 3 policy &amp; get feedback, Implement policies.</li> <li>There is a need to create a Style Guide to create consistency in marketing efforts and an overall communications plan.</li> <li>Identify best practices in policies from other Cities &amp; Organizations</li> </ul>	<ul style="list-style-type: none"> <li>Working with the Internal Communications Team, City staff has received feedback on logo, media, outreach and other policies. With feedback in mind, staff has standardized and test run outreach policy, procedure and strategy. Next steps are to present the formal policies.</li> </ul>	50%	FY 2014-2015	FY 2014-2015
<p>c. Utilize new technologies such as Facebook, Twitter, Nixle and CTV3 to interact with employees and the community.</p>	CMO	Alma Flores	<ul style="list-style-type: none"> <li>Intranet redesign.</li> <li>Expanded use of video.</li> </ul>	<ul style="list-style-type: none"> <li>City has increased the use of new technologies &amp; partnerships to dramatically increase outreach including a 500% increase in social media/Nixle outreach, a partial re-design of the City website to yield a 50% increase in monthly web</li> </ul>	65%	FY 2014-2015	Ongoing



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				<p>views, an employee newsletter, redesigned City News, updated and improved use of the Eddie West Marquee and partnered with the SAUSD to expand the promotion of City programs in the community.</p> <ul style="list-style-type: none"> <li>Next steps include the redesign of the City Intranet and expanded use of video in the City's first Shop Local campaign.</li> </ul>			
<p>d. Invest in software/resources that will help streamline the flow of information to City staff and the public.</p>	CMO	Alma Flores	<ul style="list-style-type: none"> <li>Make recommendations for digital displays, updated marketing materials</li> <li>Expand outreach of existing promotional materials including employee newsletter, City News, Parks &amp; Recreation brochures, Santa Ana Green</li> <li>Redesign Intranet</li> </ul>	<ul style="list-style-type: none"> <li>City has expanded the effectiveness of existing resources including City website, Parks &amp; Recreation brochure, Employee newsletter, Council Chamber display case, Nixle &amp; social media.</li> <li>City staff has also made recommendations for new technologies to assist in this effort.</li> <li>Next steps include redesign of City Intranet and working with CDA on new Marketing Materials to leverage SARTC and Chamber of Commerce.</li> </ul>	60%	FY 2015-2016	FY 2015-2016
<b>3. Improve communication between all levels of the organization.</b>							
<p>a. Confirm the organization's commitment to transparency by establishing an internal communication plan to engage and inform employees.</p>	CMO	Alma Flores	<ul style="list-style-type: none"> <li>Creation of a Strategic Communications Plan</li> <li>Better distribution and possibly marketing the City's Employee Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>City has made great strides in improving communication between all levels of the organization including the web redesign, the creation of</li> </ul>	40%	FY 2014-2015	FY 2014-2015



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				<p>an employee newsletter for the first time in 12 years, the implementation of the City's first Employee Satisfaction Survey to get feedback.</p> <ul style="list-style-type: none"> <li>Next steps include Intranet redesign and exploration of Transparency web apps.</li> </ul>			
b. Promote fairness and trust to ensure organizational behavior is consistent with City values.	PSA	Ed Raya	<ul style="list-style-type: none"> <li>Developing a Communications Training program to be offered in early 2015. Employee newsletter implemented. Employee Survey implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Improve communication through all levels of the organization.</li> </ul>	75%	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.	PSA	Ed Raya	<ul style="list-style-type: none"> <li>Negotiations meetings with 4 unions Feb-July. Initiated Joint Labor Management Team to review classifications. Conducted salary adjustments for 3 Management positions</li> </ul>	<ul style="list-style-type: none"> <li>Salary increases from 1-2%; health insurance for part-time employees; bonus plan for police management.</li> </ul>	100%	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.	PSA	Ed Raya	<ul style="list-style-type: none"> <li>Drafted policy, to be presented to City Manager</li> </ul>	<ul style="list-style-type: none"> <li>Establish parameters for future negotiations.</li> </ul>	75%	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.	PSA	Ed Raya	<ul style="list-style-type: none"> <li>High level recruitments: Downtown Dev Liaison; Deputy CM; Exec Directors of PW, P&amp;B and CD; Asst. Finance Dir.</li> </ul>	<ul style="list-style-type: none"> <li>Six high level recruitments completed.</li> </ul>	100%	FY 2014-2015	Ongoing
<b>5. Create a culture of innovation and efficiency within the organization.</b>							
a. Promote the use of new technology to	CMO	Waldo Barela	<ul style="list-style-type: none"> <li>Implement identified projects:</li> </ul>	<ul style="list-style-type: none"> <li>Use new technology to</li> </ul>	80%	FY 2014-	Ongoing





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improve the delivery of services and information to staff and the community.			<ul style="list-style-type: none"> <li>• OpenGov</li> <li>• E-Checks</li> <li>• Payroll Forecasting</li> </ul>	improve the delivery of services and information to staff and the community.		2015	
c. Promote an innovation and efficiency program to achieve a cost savings goal of 1% and establish goals for subsequent years.	CMO	Robert Cortez	<ul style="list-style-type: none"> <li>• Innovation and efficiency goal was included as part of the 14/15 budget. Will promote a team of "innovation".</li> <li>• Elements of innovation and efficiency will be provided as part of the IT Assessment. Part of 7,5a and e.</li> </ul>	<ul style="list-style-type: none"> <li>• To generate an estimated \$2.1M in ongoing annual savings while enhancing service delivery and improving productivity.</li> </ul>	50%	FY 2014-2015	Ongoing
d. Encourage fully-analyzed risk taking by avoiding punitive reaction to failure.	PSA	Ed Raya	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	0%	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	Francisco Gutierrez	<ul style="list-style-type: none"> <li>• 1. Establish an environment that promotes innovation, creativity, &amp; customer service</li> <li>• 2. Implement process improvement:               <ul style="list-style-type: none"> <li>• Purchasing Policy</li> <li>• Employee Separation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Implement efficient and innovative practices and systems that will improve delivery of City services to the community.</li> </ul>	50%	FY 2014-2015	Ongoing
f. Explore opportunities to engage with outside agencies, both private and public, to share information and increase efficiencies.	CMO	Alma Flores	<ul style="list-style-type: none"> <li>• Explore shared programming with SAUSD on CTV 3</li> </ul>	<ul style="list-style-type: none"> <li>• City has developed ongoing partnerships with outside agencies in an effort to streamline communications, increase outreach, and facilitate the effective distribution of messages. Recently the City has expanded the partnership with SAUSD to deliver program information digitally. Other agencies the City has partnered with include City of Irvine, OCTA on streetcar &amp; roadway projects &amp; the OCWD. The result has been</li> </ul>	60%	FY 2014-2015	Ongoing



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				<p style="text-align: center;">an increase the City's ability to forecast project pitfalls and to facilitate the distribution of information.</p>			
<b>7. Develop a culture of motivated and innovative leaders in the organization.</b>							
<p>a. Reactivate the Public Business Concepts program (including total quality management) to provide training opportunities that reflect the key values of the organization.</p>	PSA	Mary Kelly	<ul style="list-style-type: none"> <li>Trained 17 employees in "New Employee Orientation" and 11 supervisors in DOT "Reasonable Suspicion" Supervisor's Training.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure compliance with City rules and values, increase job satisfaction and morale among employees.</li> </ul>	25%	FY 2014-2015	Ongoing
<p>b. Establish methods for capturing organizational knowledge and expertise through a formal mentoring program.</p>	PSA	Ellen Smiley	<ul style="list-style-type: none"> <li>Develop employee rotation program; create intern positions at all six levels and recruit. Had second intern meet and greet</li> </ul>	<ul style="list-style-type: none"> <li>Employee rotation program at final review stage. All intern recruitments completed and at dept. selection stage.</li> </ul>	65%	FY 2014-2015	Ongoing
<p>c. Implement a Leadership by Example initiative which affirms management's commitment to organizational principles and values.</p>	PSA	Ed Raya	<ul style="list-style-type: none"> <li>Developing a Leadership Training course, which will emphasize core values. Target date for training Spring 2015.</li> </ul>	<ul style="list-style-type: none"> <li>Reinforce organizational values and principals.</li> </ul>	50%	FY 2014-2015	Ongoing