Mission Statement

“To deliver efficient public services in partnership with our community which ensure public safety, a prosperous economic environment, opportunities for our youth, and a high quality of life for residents.

Goal: Community Safety

A sense of a safe and secure community is essential to the quality of life and economic success for the City of Santa Ana. The City is committed to a high level of public safety and working in partnership with the community to maintain a safe and secure City.

Objectives

1. Modernize the Community Policing philosophy to improve customer service, crime prevention and traffic/pedestrian/bicycle safety.

   Strategies

   a. Develop and publish a community survey to measure the community’s perceptions of community policing and police services provided by the Police Department. (FY 14/15)

   b. Develop a community policing plan based on community input to deliver crime prevention/ community policing/ traffic-pedestrian safety programs in a consistent and uniformed manner. (FY 14/15)

   c. Deliver crime prevention/community policing programs based on the community policing plan. (FY 15/16 - 18/19)

   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. (FY 15/16)
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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. (FY 14/15)

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. (FY 14/15 - 15/16)

g. Participate and collaborate with government agencies and community groups to assist in reducing criminal behavior and providing resources for the homeless population. (FY 14/15 - 18/19)

h. 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. (FY 14/15 - 18/19)

i. 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.). (FY13/14 – 14/15)

2. Broaden communications, information sharing and community awareness of public safety activities.

Strategies

a. Purchase and implement a new software system for the Police Department to improve productivity and increase efficiencies and transparency. (FY 14/15 - 15/16)

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. (FY 14/15 - 18/19)

c. Purchase and install new in-car computers in patrol vehicles to facilitate enhanced information sharing and timely police response. (FY 14/15 - 15/16)

d. Expand Community awareness of Public Safety activities, programs and services that focus on risk reduction (smoke alarms, water safety, pedestrian safety, fire safety/prevention). (FY 14/15 - 18/19)

e. Update the City’s Emergency Operation Center (EOC) emergency preparedness plan to include a community evacuation strategy to respond to natural disasters. (FY14/15 – 18/19)
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3. **Promote fiscal accountability to ensure financial responsibility at all levels of the organization.**

   **Strategies**

   a. Continuously evaluate and assess fiscal aspect of service delivery to ensure that the Police Department provides programs and services efficiently and effectively. (FY 14/15 - 18/19)

   b. Promote ongoing efforts to obtain grant funding for activities that will assist in preventing, enforcing and reducing criminal activity and traffic collisions. (FY 14/15 - 18/19)

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.**

   **Strategy**

   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. (FY 14/15)

5. **Provide high quality Police and Fire/Emergency Medical Services response within the City of Santa Ana.**

   **Strategies**

   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. (FY 14/15 - 18/19)

   b. Provide Police and Fire/Emergency Medical Services report to City Council on an annual basis to review and identify opportunities for improvement. (FY 14/15 - 18/19)

Strategy

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. (FY 14/15 - 15/16)

b. Develop and implement a Fire/Emergency Medical Services major incident notification process to better communicate with community members during emergencies. (FY 14/15)

c. Continue to develop and implement joint command level training in collaboration with the Police Department’s Emergency Operations Coordinator. (FY 14/15 - 18/19)

d. Develop a Fire Explorer Program to engage children and young adults interested in a career in fire and emergency medical service. (FY 14/15 - 15/16)

e. Develop a Fire Corps Program to support Fire and Emergency Medical Services through community involvement and volunteering. (FY 15/16 - 16/17)
Goal: Youth, Education, Recreation

Santa Ana enjoys a young, vibrant population. The City is committed to working with other youth-oriented organizations to make a full range of opportunities available so our children and young adults can achieve success in their lives.

Objectives

1. Ensure coordination among organizations serving Santa Ana’s youth to optimize programs.

   Strategies

   a. Convene a summit with partner stakeholders to network, share information, and identify programs and services provided for Youth Development. (FY 14/15)

   b. Adopt a master joint-use agreement with Santa Ana Unified School District. (FY 15/16)

   c. Produce a comprehensive evaluation report on youth programs and services. (FY 17/18)

   d. Explore new joint-use opportunities with Santa Ana’s four School Districts and partnership opportunities with local museums, art and cultural institutions. (FY 17/18)

2. Expand youth programming.

   Strategies

   a. Offer new youth camping experiences including Catalina Island Summer Camp. (FY 14/15)

   b. Convene a summit for Santa Ana youth focusing on mentorship, social media, college, and jobs. (FY 16/17)

   c. Develop a Civic Awareness Program implemented by the Library. (FY16/17)

   d. Focus resources on quality youth engagement, enrichment and education programs through community centers, libraries and after-school programs during out-of-school hours. (FY 14/15)

   e. Expand the youth sports program so that youth recreational opportunities are established year-round. (FY14/15 – 18/19)
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f. 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. (FY 15/16)

g. Coordinate a Youth Leadership/Student Government Day. (FY 15/16)

h. Open new Amazon Edge Spectacled Bear zoo exhibit. (FY 17/18)

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

   **Strategies**

   a. Launch new youth focus CTV3 programming. (FY 14/15)

   b. Create web resource for youth that will include internships, scholarships, college information, job opportunities, and career days. (FY 15/16)

   c. Review web, social media, and CTV3 services and develop new strategies for more effective use. (FY 17/18)

4. **Partner with groups and organizations to promote education, job training and development for all Santa Ana residents.**

   **Strategies**

   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. (FY 14/15)

   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. (FY 14/15)
Goal: Economic Development

Robust, successful businesses bring jobs and opportunity to the City and provide tax revenues for public services that benefit the entire community. The City of Santa Ana will work aggressively to encourage business location and investment in the community.

Objectives

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.

   Strategies
   a. Complete a comprehensive economic development strategy. (FY14/15 – 15/16)
   b. Establish a Santa Ana Business Advisory Committee. (FY14/15)
   c. Promote and market Santa Ana specific strengths in the regional economy including: location, size of workforce, proximity to airport/trains and availability of industrial/commercial opportunities such as 55-freeway corridor, South Bristol Street, Harbor Blvd, Downtown and Streetcar Corridor. (FY 15/16)
   d. Partner with Santa Ana Chamber of Commerce on a business retention and attraction strategy designed to jointly outreach to existing businesses. (FY 13/14 - 14/15)
   e. Partner with local Chambers of Commerce, citywide business associations and the community to develop a new branding and marketing strategy for the City. In addition, the City will promote the consistent use of our City logo on signage, media and entry portals-medians. (FY 14/15 – 18/19)
   f. Promote local business, reduce retail leakage and improve revenue tax base performance through the development of a “Santa Ana Buy Local Plan”. (FY14/15 – FY15/16)

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

   Strategies
   a. Complete a comprehensive update of the City’s General Plan including the development of policies and implementation measures that directly relate to economic development. (FY 13/14 - 14-15)
b. Update the City’s Zoning Ordinance to be consistent with the updated General Plan and include innovative, business friendly zoning practices. (FY 14/15)

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 General Plan Circulation Element update. (FY 14/15 - 18/19)

3. Promote a solutions-based customer focus in all efforts to facilitate development and investment in the community.

Strategies

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. (FY 13/14 - 14/15)

b. Expand promotion of the City’s current “one-stop” development processing center and its construction/development liaison program in order to streamline new development. (FY 14/15)

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.). (FY 13/14 -18/19)

4. Continue to pursue objectives that shape downtown Santa Ana into a thriving, culturally diverse, shopping, dining, and entertainment destination.

Strategies

a. Provide a safe and inviting public environment in the downtown through enhanced amenities, improved way finding and engaging street/sidewalk design and lighting. (FY 14/15 - 15/16)

b. Create a comprehensive program to manage parking that includes innovative strategies to provide parking, create revenue and enhance accessibility in the downtown. (FY 13/14 - 14/15)

c. Use technology to promote downtown Santa Ana businesses, entertainment, restaurants as well as to improve patron experience (e.g., smartphone application, smart meters, electric vehicle charging stations, etc.). (FY 15/16)
d. Support the already-established and growing community of artists living and working downtown through support and promotion of artist events and activities. (FY 13/14 - 18/19)

e. Encourage downtown entertainment venues and outdoor dining. (FY14/15 – 18/19)

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.). (FY14/15 - 18/19)

5. Leveraging private investment that results in tax base expansion and job creation citywide.

Strategies
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. (FY 14/15)

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. (FY 13/14 - 14/15)

c. Develop a knowledge base to foster economic development by actively partnering with non-profit organizations.
Goal: City Financial Stability

It is essential that the City maintain fiscal stability to be able to deliver high quality services. This requires an effective and transparent financial system, accurate and reliable forecasting of revenues, an enhanced tax base, and control of expenses.

Objectives

1. Maintain an honest, efficient and transparent financial environment.

   Strategies

   a. Develop and maintain an online database of city-owned properties to improve the transparency of government assets. (FY 14/15)

   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.). (FY 14/15)

   c. Continue to conduct Community Budget Outreach meetings that provide budget and financial information. (FY 13/14 – 18/19)

   d. Develop a fiscal health analysis tool that informs a department of its financial position in order to assist in its decision making process. (FY 13-14 – 14/15)

2. Provide a reliable five-year financial forecast that ensures financial stability in accordance with the strategic plan.

   Strategies

   a. Adopt a budget that is an alignment with the financial forecast and strategic plan. (FY 14/15 - 18/19)

   b. Provide quarterly updates on the City’s financial forecast to ensure revenues and expenditures reflect the most up-to-date information and analysis. (FY 13/14 - 18-19)

   c. Ensure reliable property tax information and development of a property tax forecasting model. (FY 14/15)

   d. Conduct an assessment of the City’s debt and refinancing options to achieve savings. (FY 14/15)
3. **Maintain a structurally balanced budget with appropriate reserve levels.**

**Strategies**

a. Modernize and adopt the City’s utility user’s tax ordinance by June 2014. (FY 13/14)

b. Expand the budget and reserve policy to all funds to improve the overall fiscal health of the City. (FY 14/15 – 16/17)

c. Implement a plan to achieve a General Fund budgetary fund balance of 20% of expenditures. (FY 13/14 – 15/16)

d. Establish a committee of City staff to explore innovative revenue and cost recovery strategies (i.e. full cost recovery, receivership program, etc.). (FY14/15)

e. Ensure a citywide coordinated effort to seek grant funding through the establishment of a Grant Coordinator. (FY14/15)
Goal: Community Health, Livability, Engagement and Sustainability

A vibrant community is full of energy and life, characterized by investment in both its people, its culture, and its physical environment. Our built environment has a direct effect on the community’s overall quality of life. The task of community planning includes envisioning new commercial areas and new neighborhoods that enhance quality of life, as well as improving the neighborhoods we already have. Essential to a vibrant community is strong community involvement, the celebration of arts and cultural diversity, and a focus on resource conservation.

Objectives

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.

   Strategies

   a. Develop a comprehensive Community Engagement Plan. (FY14/15 – 15/16)

   b. Host a Town Hall meeting twice a year to provide a status report on implementation of strategic initiatives and to seek community comment. (FY 14/15 - 18/19)

   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. (FY 14/15 - 18/19)

   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. (FY 14/15 - 18/19)

   e. Implement creative and innovative methods to increase voter participation during future election year (e.g. voter registration, mobile polling, polling station in city hall, partnering with the Orange County Registrars Office, etc.). (FY 14/15 – 18/19)

   f. Develop a City Community Volunteer Coordination program. (FY14/15)

   g. Develop a 20-year visioning plan. (FY16/17)
2. **Expand opportunities for conservation and environmental sustainability.**

   **Strategies**
   
a. Complete the City’s Climate Action Plan with measures to address water conservation, energy efficient buildings (City and community) and greenhouse gas emissions. Include as part of the plan an awareness, outreach and education component. (FY 14/15)

b. Create performance measures to track the City’s progress in implementing the Climate Action Plan and other “green” efforts citywide. (FY 14/15)

c. Create a green building policy that incorporates sustainable concepts into residential and nonresidential uses; support demonstration projects and best practices. (FY 16/17)

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

   **Strategies**
   
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. (FY 14/15)

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. (FY 14/15)

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. (FY 14/15)

d. Continue to implement the Emergency Shelter and Transitional Housing Ordinance (SB-2) to locate facilities for homeless shelters within the Light Industrial (M-1), Heavy Industrial (M-2) or Specific Development (SD) zones which meet all of the required development and operational standards. (FY 14/15)

4. **Support neighborhood vitality and livability.**

   **Strategies**
   
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. (FY 14/15 – 18/19)

b. Improve neighborhood quality by locating or providing access to complementary services and public facilities, including access to healthy food options (community gardens, farmer’s markets, corner markets, etc.) in neighborhoods. (FY 15/16 - 16/17)

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. (FY 15/16)

d. Implement innovative code enforcement practices and strategies including the use of volunteers, enhanced technologies and increased collaboration with other City departments and outside agencies to address critical livability issues citywide (e.g. overcrowding, absentee landlords, landlord/tenant rights and responsibilities, etc.). (FY 14/15)

5. Promote a strong arts and culture infrastructure.

Strategies

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. (FY 14/15 - 15/16)

b. Generate public and private support and resources to strengthen, expand and stabilize funding for the arts. (FY 14/15 – 18/19)

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. (FY 13/14)

d. Create policies and guidelines for public art. (FY14/15 – 15/16)

6. Focus projects and programs on improving the health and wellness of all residents.

Strategies

a. Create a web resource of get-fit resources for each of the six recreation zones in the City. (FY 15/16)
b. Incorporate the improvement of walking and biking lanes as well as the development of a citywide bike master plan into the Circulation Element of the City’s General Plan. (FY 14/15)

c. Integrate a variety of health and wellness programs into existing programming at each of the city’s community/recreation centers. (FY 14/15 - 15/16)

d. Partner with the California Endowment, other charitable foundations and other non-profit organizations to implement programming addressing health and wellness of Santa Ana residents. (FY 14/15 – 18/19)
Goal: Community Facilities and Infrastructure

The City of Santa Ana has the responsibility to install and maintain the basic facilities required for a community to operate including streets, sidewalks and bikeways, sanitary sewers, storm drains, water systems, public buildings and facilities, and collection of solid waste. The City also has an important advocacy role concerning mass transit and public utilities.

Objectives

1. Establish and maintain a Community Investment Plan for all City assets.

   Strategies

   a. Develop a complete inventory of all assets to determine the scope of improvements needed to sustain the City’s current infrastructure investment. (FY 13/14 – 14/15)

   b. Maintain existing streets and associated assets in a state of good repair so they are clean, safe and aesthetically pleasing for all users. (FY 13/14 - 18/19)

   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. (FY 14/15 - 18/19)

   d. Explore creative financing options with private property owners amenable to share the costs associated with infrastructure improvements (i.e. assessment districts). (FY 15/16)

   e. Prepare a Community Investment Program as part of the citywide budget process that identifies new or expanded capital needs and their funding strategies. (FY 13/14 – 15/16)

   f. Perform periodic measurements to monitor and update each asset’s condition and ensure adequate funding for repair and/or replacement costs in future budgets. (FY 15/16)

   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, etc.). (FY 14/15 - 18/19)

   h. Complete water/waste water rate study to ensure adequate resources to capture critical long-term capital needs. (FY 14/15)
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. (FY 14/15 – 15/16)

2. Address deferred maintenance on City buildings and equipment.

Strategies

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. (FY 14/15 - 15/16)

b. Utilize a five-year Deferred Maintenance Plan to strategize and finance funded and unfunded needs. (FY 16/17)
Goal: Team Santa Ana

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

Objectives

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

   **Strategies**
   
   a. Adopt a Citizens Customer Service policy and provide training on that policy to all employees. (FY 14/15)
   
   b. Annually conduct a statistically valid random-sample community satisfaction survey to assess satisfaction with the delivery of major City services. (FY 14/15 - 18/19)
   
   c. Conduct an annual volunteer “day of service” where City employees volunteer in community. (FY14/15 - 18/19)
   
   d. Establish a Sister Cities program to foster a bond with different communities to promote humanitarian efforts as well as mutual cross-cultural understanding. (FY 14/15)

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

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

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

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

   Strategies
   a. Ensure compensation is sufficient to attract and retain properly skilled employees and is comparable to other public agencies. (FY 14/15)
   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. (FY 14/15)
   c. Actively seek out a diverse and talented pool of candidates who possess the values and skills consistent with organizational goals. (FY 14/15 - 18/19)

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

   Strategies
   a. Promote the use of new technology to improve the delivery of services and information to staff and the community. (FY 14/15 – 18/19) Projects include:
      - Parking meter collection, water meter reads, street lights, etc.
      - Promoting a paperless environment (e.g. paperless checks, payroll self-serve, e-payables, expanded use of laser fiche document management, etc.)
      - Evaluating e-mail storage
      - Surveying departmental needs
   b. Facilitate employee engagement through an incentivized employee suggestion program. (FY 14/15)
   c. Promote an innovation and efficiency program to achieve a cost savings goal of 1% and establish goals for subsequent years. (FY 14/15)
   d. Encourage fully-analyzed risk taking by avoiding punitive reaction to failure. (FY 14/15)
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. (FY 14/15 – 18/19)

f. Explore opportunities to engage with outside agencies, both private and public, to share information and increase efficiencies. (FY 14/15)

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

**Strategies**

a. Create a culture of positive motivation through an employee reward and recognition program. (FY 14/15)

b. Re-establish annual employee celebratory events. (FY 14/15 - 18/19)

c. Document, celebrate and share stories with the community, highlighting improvements and accomplishments provided by employees. (FY 14/15)

d. Create a citywide program designed to help employees manage their health and wellness. (FY 14/15)

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

**Strategies**

a. Reactivate the Public Business Concepts program (including total quality management) to provide training opportunities that reflect the key values of the organization. (FY 14/15)

b. Establish methods for capturing organizational knowledge and expertise through a formal mentoring program. (FY 14/15)

c. Implement a Leadership by Example initiative which affirms management’s commitment to organizational principles and values. (FY 14/15)

d. Provide training opportunities, an empowered and positive work environment, career growth potential and encourage high morale based on core values and ethical principles. (FY 14/15)