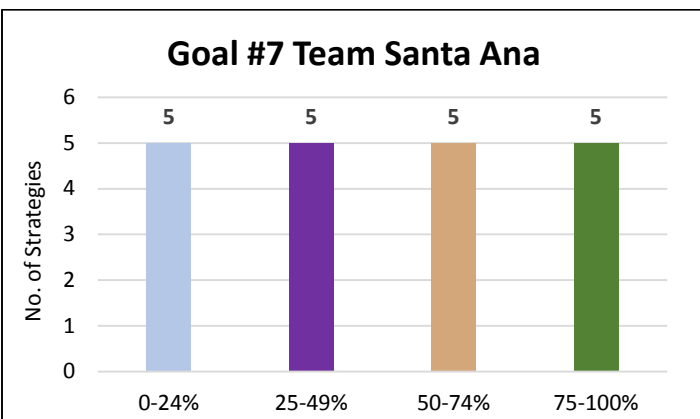
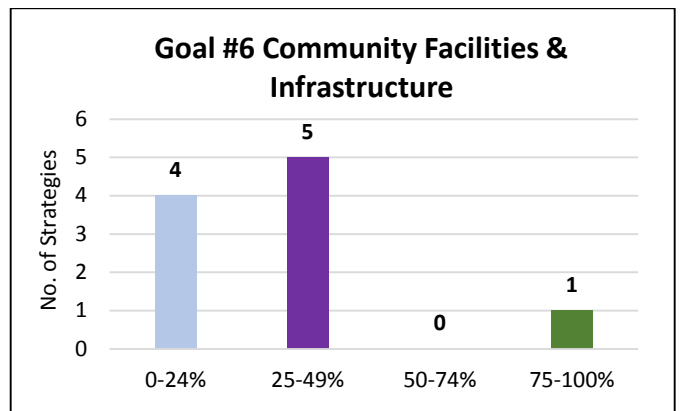
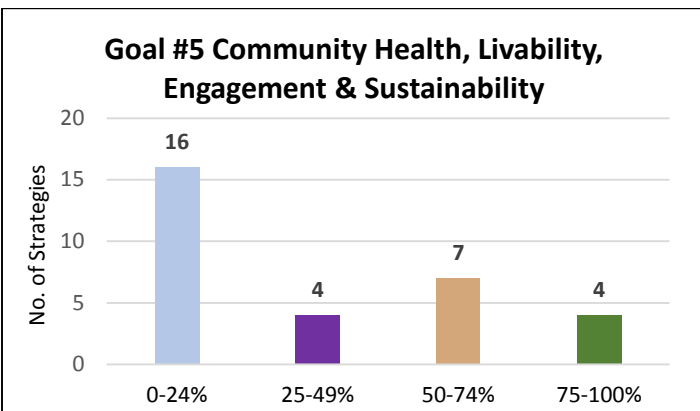
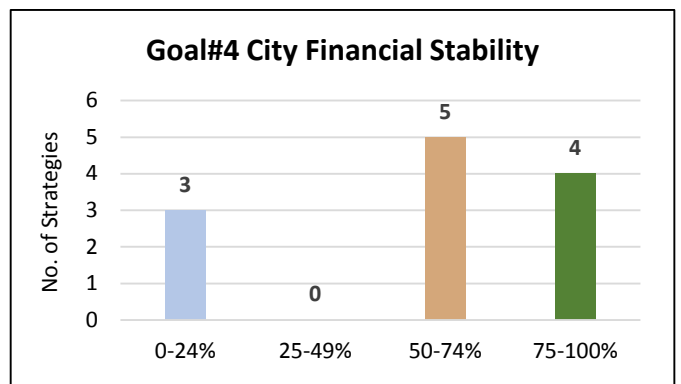
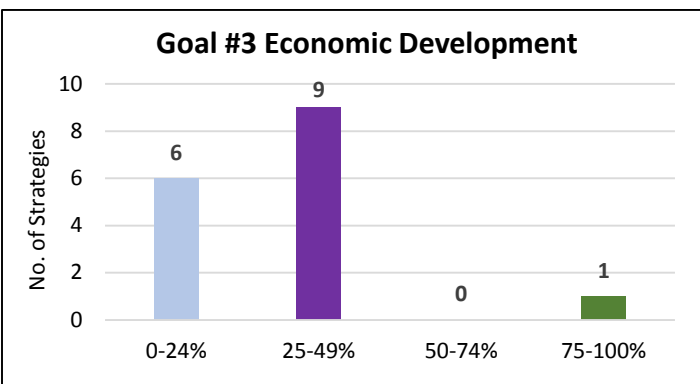
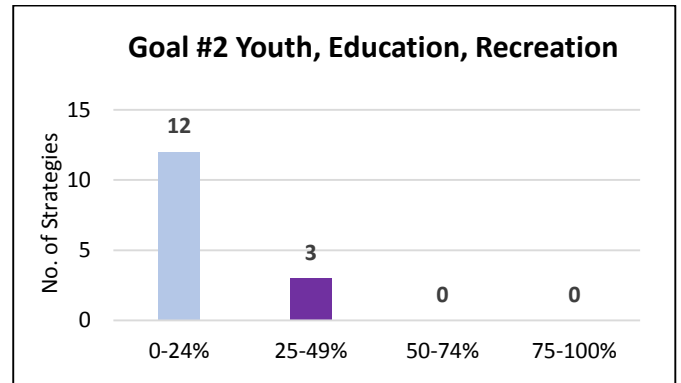
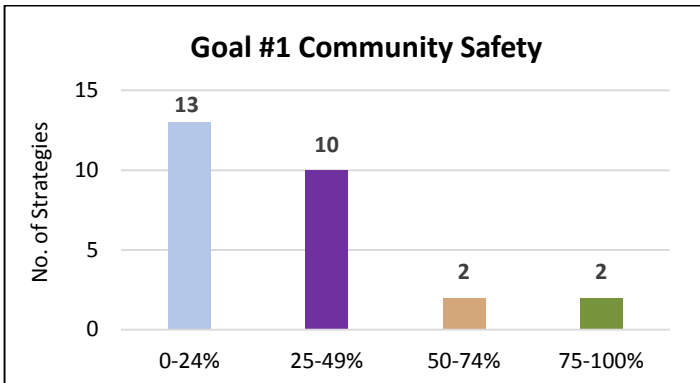


City of Santa Ana

Strategic Plan Summary - December 2014

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



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City of Santa Ana

Monthly Report - December 2014

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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
Goal 1 - Community Safety							
Objective 1 - Modernize the Community Policing philosophy to improve customer service, crime prevention and traffic/pedestrian/bicycle safety.							
a. Develop and publish a community survey to measure the community's perceptions of community policing and police services provided by the Police Department.	SAPD	Ken Gominsky	<ol style="list-style-type: none"> 1. Establish Internal committee 2. Network with City staff on best practices for outreach 3. Identify key stakeholders 4. Hold Community Forums 5. Create Survey 6. Identify marketing strategy to ensure community engagement 	<ol style="list-style-type: none"> 1. Pending City "Community Engagement Plan" 2. Informal Community Discussions are ongoing 3. Community Engagement Plan RFP evaluated 4. Opened discussion with possible survey institutions 	15%	FY 2014-15	FY 2014-15
b. Develop a community policing plan based on community input to deliver crime prevention/ community policing/ traffic-pedestrian safety programs in a consistent and uniform manner.	SAPD	Ken Gominsky	<ol style="list-style-type: none"> 1. Identify key stakeholders, internal and exterior 2. Utilize community survey results to drive analysis 3. Perform internal analysis on current programs and gauge effectiveness 4. Liaison with internal and external groups by way of focused engagements 5. Publish community policing plan 	<ol style="list-style-type: none"> 1. Pending City "Community Engagement Plan" 2. Internal review of current COP programs is ongoing. 3. Discussion with residents reference current program effectiveness is ongoing. 	15%	FY 2014-15	FY 2015-16
c. Deliver crime prevention/community policing programs based on the community policing plan.	SAPD	Ruben Ibarra	Officer Reggie Program	Officer Reggie Program presented at 5 schools (176 parents & 2,169 students)	30%	FY 2015-16	Ongoing
d. Establish and implement a plan to partner with community service organizations and other community groups to conduct awareness, intervention, and prevention of child abuse, domestic violence and driving under the influence of alcohol and/or drugs.	SAPD	Steve Colon	<ol style="list-style-type: none"> 1. Develop an updated Domestic Violence Pamphlet which identifies signs of Domestic Violence, prevention tools, and resources. 2. Partner with non-profits and community organizations to educate community members on domestic violence, sexual assault and child abuse. 3. Partner with Victim-Witness program to aid DV victims with follow-up resources. 4. Enhance field officer responses to sexual assault investigations. 5. Conduct parenting classes that include education on Domestic Violence, Child Abuse, internet use and responses to various juvenile behaviors. 6. Enhance field officer responses to child sexual assault investigations 7. Officer Reggie Traffic Safety Program 8. Traffic Safety Fairs 	<ol style="list-style-type: none"> 1. The Domestic Violence Pamphlet has been completed and approved. Translation to Spanish completed and sent to printer. Completed Vietnamese Translation. 2. Two meetings have taken place to clarify content and schedule. Attended roundtable Meeting with over 10 LHA promotores and staff. Continued researching best practices at other agencies. Provided DV training to 25 promotores from LHA 3. On-going and operational. 4. Roll Call training conducted. 5. Parenting classes have been completed and others scheduled. 6. Developed Roll Call training outline focusing on interview aspect of investigations. 	13%	FY 2015-16	Ongoing



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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 (i.e. Active Transportation Safety Plan).	SAPD	Ruben Ibarra	First formal meeting with School Police, Public Work, Traffic Engineering, and City Communications Mgr. To create a "Task Force"	1. Develop a unified traffic/Ped/Bicycle Safety message and education plan. 2. Collaborate on developing a public outreach message that is unique to Santa Ana 3. Work on creating social media, public safety announcements . 4. Utilize Traffic Engineering OTS Grant to assist with Marketing and Education	25%	FY 2014-15	Ongoing
f. Enhance the Police Department's community policing philosophy to balance both traditional policing and problem solving strategies to address and reduce violent, property and gang related crimes.	SAPD	Jonathon Paulson	1. Create a visual model for education, prevention, and enforcement. 2. Begin preparing rough draft of strategy model. 3. Begin rough draft of internal document detailing education, prevention and enforcement details.	Collaborate on developing a public outreach message that is unique to Santa Ana	25%	FY 2014-15	Ongoing
g. Participate and collaborate with government agencies and community groups to assist in reducing criminal behavior and providing resources for the homeless population.	SAPD	Ruben Ibarra	Shelter Project rejected by County Board of Supervisors; Reassess new alternatives. Locate a Temporary Storage Facility	1. Emergency Shelter open in December; 2. Assisted City Staff with locating and providing options for temporary storage facility; 3. Public Safety Committee Provided with alternatives;	25%	FY 2014-15	Ongoing
h. Research and develop restorative justice program(s) for Santa Ana residents by collaborating with; Santa Ana Unified School District, Orange County Agencies and other non-profit organizations.	SAPD	Christina Holland	1. Attended a Restorative Justice meeting with NCCD to discuss options and ideas for Santa Ana PD implementation. 2. Discussed the current diversion programs being utilized by the Department and future programs that can be integrated into the final planning of the Restorative Justice objectives. Additional planning and review needed for all projects.	Drafted Restorative Justice research summary in an effort to identify "next steps" for the City, Department Personnel and additional stakeholders.	25%	FY 2014-15	Ongoing
i. Enhance public safety efforts by improving our employee retention efforts and actively seeking a diverse and talented pool of public safety candidates who possess the values and skills consistent with organizational goals.	SAPD	Robert Carroll	1. Subcommittee has been developed to identify best practices and improve processes. 2. Implemented continuous recruitment of Police Officer positions. 3. Completed new officer profile. 4. Identified funding for recruitment activities. 5. Identify outreach team and develop outreach schedule. 6. Finalize recruitment materials, including recruitment video. 7. Evaluate ways to enhance Web presence. 8. Train MuniTemps employees to handle PD recruitments	1. Recruitment subcommittee continues to meet regularly. 2. Began process of updating recruitment materials, including recruitment video. 3. Continuous recruitments allow qualified applicants to apply at any time. 4. Officer profile provides an additional tool for selecting the best applicants for Santa Ana. 5. Finalized and printed new Police Officer job flyer. 6. Attending job fairs and community events regularly to actively recruit. 7. Testing more frequently to process more applicants. 8. Re-establishing relationships with Criminal Justice Programs	50%	FY 2014-15	Ongoing



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j. Partner with downtown business and merchant associations to enhance security measures and provide a safe environment (e.g. video surveillance, additional security and police efforts, etc.)	SAPD	Ken Gominsky	<ol style="list-style-type: none"> 1. Network with City staff to determine needs assessment. 2. Coordinate with Downtown Stakeholders for needs assessment. 3. Work with outside contractor to identify possible security upgrades (cameras) and possibilities for deployments. 4. Review needs assessments with all parties. 5. Create road map for implementation. 	<ol style="list-style-type: none"> 1. Video needs assessment evaluated 2. Identification of short term video camera solution identified 3. Funding identified 4. Liaison with City Downtown Liaison has begun 	17%	FY 2013-2014	FY 2014-2015
Objective 2 - Broaden communications, information sharing and community awareness of public safety activities.							
a. Purchase and implement a new integrated software system for the Police Department to improve productivity and increase efficiencies and transparency.	SAPD	Pete Semelsberger	The police department completed the business case, issued an RFP, received proposals, formed a selection committee and have narrowed the list down to two final vendors. Site visits are being conducted and the committee hopes to have a final vendor chosen by <u>January</u> . The department will then enter contract negotiations and begin the conversion process, which is expected to take 18 months to two years.	RFCA for Council consideration expected in the winter/spring. Implementation expected to begin in the spring/summer.	25%	FY 2014-2015	Ongoing
b. Expand the use of social media platforms such as Facebook, Twitter, Alert OC, YouTube, Nixle, Crimemapping, smartphone applications and the City website to share information with the community.	SAPD	Christopher Revere	<ol style="list-style-type: none"> 1. New social media vehicles (i.e., Instagram, etc.) have been implemented., and existing ones improved, to facilitate communication with external stakeholders. 2. Update of PD website to allow easier communication with PD. 	<ol style="list-style-type: none"> 1. Increased social media footprint by tripling (approx.) the amount of social media releases. 2. Initial Boost of FB posts has led to a quadrupled number of views on our recruitment posts. 3. PD Website updated on an ongoing basis to increase usefulness to visitors 4. Developing a comprehensive social media plan for PD. 	30%	FY 2014-15	Ongoing
c. Purchase and install new in-car computers in patrol vehicles to facilitate enhanced information sharing and timely police response.	SAPD	Doug McGeachy	<ol style="list-style-type: none"> 1. Gathered information from local agencies on potential consultants to help with the research and implementation of the project. 2. Subcommittee members identified and briefed on committee goals. The Committee will met in October to discuss RFQ for consultant, strategy, scope of work, etc. Consultant will assist with development of RFP and specifications. Currently in the process of finalizing draft of consultant RFP. 	<ol style="list-style-type: none"> 1. Attended several vendor demonstrations regarding potential designs. 2. Identified funding. 3. Obtained documents from similar project to begin creating scope of work for consultant. 4. Creation of the RFQ for consultant has been assigned and currently in development, which is now in final stages of completion. 	20%	FY 2014-15	FY 2015-16
d. Expand Community awareness of Public Safety activities, programs and services that focus on risk reduction (smoke alarms, water safety, pedestrian safety, fire safety/prevention).	SAPD	Jason Viramontes	<ol style="list-style-type: none"> 1. Met with Robert Carroll to discuss possible revenue sources for Community Awareness Program 2. Met with OCFA to discuss options and identify sources of information dissemination 	Identified funding.	30%	FY 2014-15	Ongoing



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e. Update the City's Emergency Operation Center (EOC) emergency preparedness plan to include a community evacuation strategy to respond to natural disasters.	SAPD	Ken Gominsky	<ol style="list-style-type: none"> 1. Perform needs assessment based on review of current plans 2. Direct EM to engage internal and external stakeholders 3. Refresh/Update plan 	<ol style="list-style-type: none"> 1. Emergency Manager has identified 2015-2016 budget needs 2. EM attended numerous community events in preparation for Community Preparedness day in 2015 3. EM has continued evaluating the City's Emergency Preparedness Plans. 	13%	FY 2014-15	Ongoing
f. Partner with emergency assistance and disaster relief organizations to promote community awareness of emergency preparedness (e.g. citywide community preparedness day).	SAPD	Ken Gominsky	<ol style="list-style-type: none"> 1. Perform needs assessment pertaining to capabilities of partnering agencies. 2. Connect with internal and exterior stakeholders to identify best practices. 3. Begin planning of Community Preparedness Day 	<ol style="list-style-type: none"> 1. Needs Assessment Completed 2. EM has continued evaluating the City's Emergency Preparedness Plans. 3. Following approval by SMT presentation of EM concepts to EMT pending 4. work on "Identified Task List" has begun 	17%	FY 2014-15	Ongoing
Objective 3 - Promote fiscal accountability to ensure financial responsibility at all levels of the organization.							
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	<ol style="list-style-type: none"> 1. Evaluate contracts as they are renewed to identify efficiencies and potential cost savings. This will sometimes mean adding services and/or increasing use of technology to reduce staff time and liability. 2. Continue to document and support the efficient use of funds. 3. Develop spending plans to document how programs are funded and establish timelines. 4. Contracts are being evaluated monthly. 5. Plan to start creating budget activity details in fall/winter. 6. Command staff continues to work on spending plans. 7. Developing budget activity details for each accounting unit to ensure that funds are used efficiently. 8. Developing comprehensive maintenance programs for major facility systems including HVAC, electrical, plumbing, and elevators to reduce downtime and reduce costs. 	<ol style="list-style-type: none"> 1. City Purchasing Ordinance is being followed. 2. Training on City purchasing requirements, polices and procedures is provided to staff. 3. Products and services continue to be competitively bid. 4. Implemented electronic handheld ticket writers. 5. PD continues to look to technology for efficiency and cost savings. 6. Developed a worksheet and summary to document efficiencies. Command staff is currently assisting with this documentation. 	60%	FY 2014-15	Ongoing
b. Promote ongoing efforts to obtain grant funding for activities that will assist in preventing, enforcing and reducing criminal activity and traffic collisions.	SAPD	Enrique Esparza	<ol style="list-style-type: none"> 1. Reviewed/Discussed current Traffic Grants with Traffic Commander 2. Continued search of grant opportunities <p>Next step: meet with Chief to discuss goals and plans</p>	Search for grant funding on-going	20%	FY 2014-15	Ongoing



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
Objective 4 - Ensure a sound fiscal model for jail operations through coordinated efforts with personnel from the City Manager's Office, Police Department, City Attorney's Office, Finance, and Personnel.							
a. Modify the Santa Ana jail business model and identify short- and long-term goals to effectively meet the needs of the community through contract negotiations with outside agencies, evaluation of staffing needs and increasing operational efficiency.	SAPD	Ann Matulin	<ol style="list-style-type: none"> 1. Coordinate effort with CM, HR, Chief's, Attorney, and Finance Offices. 2. Develop best business model for City. 3. Develop cost effective operations. 4. Generate increased revenue. 5. RFCA & Contract for BOP to CC for app 11/18/14 6. Implement PTS & booking fee programs by 12/15/14 7. Met w/BOP coordinated inmate pu/housing contract starts this wk. 	<ol style="list-style-type: none"> 1. Created PT Correctional Officer to reduce staffing costs (20 applicants to backgrounds). 2. Utilized Cadet/PT in position previously handled by CO. 3. Negotiated US Marshal per diem increase. 4. Booking fees & PTS briefly presented at Public Safety mtg 5. New medical vendor implementing more operational & cost effective inmate service 6. Council approved RFCA for PTS and booking Fees 7. Completed RFCA & Contract for Bureau of Prisons. Received 15 inmates. 	40%	FY 2014-15	Ongoing
Objective 5 - Provide high quality Police and Fire/Emergency Medical Services response within the City of Santa Ana.							
a. Monitor and report key performance goals such as standards of cover, response time and location of apparatus (e.g. police units, fire trucks, etc.) to ensure agreed upon service levels are met.	SAPD	Jason Viramontes	<ol style="list-style-type: none"> 1. Met with OCFA to identify common goals 2. Continued inventory conducted of the location of critical response apparatus related to the Police Department 	<ol style="list-style-type: none"> 1. Common goals of Police and Fire have been identified and discussed 2. Apparatus and Resources inventory continues 3. Begin rough draft of report on the current status of performance goals and expectations 	35%	FY 2014-15	Ongoing
b. Provide Police and Fire/Emergency Medical Services report to City Council on an annual basis to review and identify opportunities for improvement.	SAPD	Doug McGeachy	Met with Division Chief Leonard to discuss possible designs and relevant information with Fire Department. Possible format identified. Discussions with Fire will continue throughout year. Close out 2014 statistics and compile data responsive to the requested report.	Design and content ideas identified. Both departments have identified current available statistical data that could be included in the report.	15%	FY 2014-15	Ongoing
Objective 6 - Enhance Public Safety integration, communications and community outreach.							
a. Develop a comprehensive Fire/Emergency Medical Services Marketing/Branding program including a web portal from the City's website and the release of a monthly Fire Services Report to be distributed citywide.	OCFA	Devin Leonard	<p>Continue to modify OCFA monthly report to ensure community outreach efforts are in line with City expectations.</p> <p>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.</p>	Transparency of fire service activities, throughout the City, are now visible to the public on the City's website.	75%	FY 2014-15	FY 2014-15



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b. Develop and implement a Fire/Emergency Medical Services major incident notification process to better communicate with community members during emergencies.	OCFA	Devin Leonard	OCFA has implemented our new CAD system. The ability to provide community access to current emergency incidents is still being evaluated. DC Leonard continue to monitor the progression of the CAD implementation and determine when public access to active incidents will be accessible.	Completion of this strategy will provide the citizens of Santa Ana the ability to query "active fire service incidents" online.	10%	FY 2014-15	FY 2014-15
c. Continue to develop and implement joint command level training in collaboration with the Police Department's Emergency Operations Coordinator.	SAPD	Ken Gominsky	1. Perform needs assessment of current EOC 2. Identify training needs on a City wide basis	1. EM Needs Assessment Completed 2. Needs assessment for the EOC is completed 3. Citywide training needs have been assessed and are pending SMT review 4. 2015-2016 budget needs identified	16%	FY 2014-15	Ongoing
d. Develop a Fire Explorer Program to engage children and young adults interested in a career in fire and emergency medical service.	OCFA	Dave Spencer	The Fire Explorers continue to conduct weekly training and education. Explorers continue to do ride a longs and station level training. During December the Explorers assisted in the Santiago Creek clean up project	Continue to advance individual explorers through the training/education process.	85%	FY 2014-15	FY 2015-16
e. Develop a Fire Corps Program to support Fire and Emergency Medical Services through community involvement and volunteering.	OCFA	Devin Leonard	DC Leonard continue to monitor OCFA's ability to expand the existing Fire Corp's program to include the citizens of Santa Ana. OCFA is currently revamping the Fire Corp Program. Estimated progress on this will be 1st quarter 2015.	Completion of this strategy will provide the citizens of Santa Ana the ability to participate in a volunteer group providing logistical support to community education, fire prevention, and support of large scale (multi-day) emergencies.	0%	FY 2015-16	FY 2016-17
f. The Santa Ana Police Department will collaborate with the Orange County Probation Department, Orange County Healthcare Agency caseworkers, business community, and associated non-profit organizations to assist in re-entry of recently released offenders into the community.	SAPD	Christina Holland	Determine which courses are appropriate for the level of offenders being held at SAJ. Once students are identified for select courses, the courses can be scheduled. Course registration will determine the College's ability to offer a class. SAJ staff will assist with course announcements and the registration process.	Santa Ana College Coordinator identified numerous courses that can be offered to offenders prior to being released from custody that include: Auto Vehicle Maint (theory only), Accounting, Bookkeeping, Customer Service, and other courses that will require internet access.	22%	FY 2014-15	Ongoing

Goal 2 - Youth, Education, Recreation

Objective 1 - Ensure coordination among organizations serving Santa Ana's youth to optimize programs.

a. Convene a summit with partner stakeholders to network, share information, identify programs and services, and produce a comprehensive evaluation report for Youth Development.	PRCSA	Heather Folmar	Began integrating the goals and objectives of the summit with the goals and objectives of the youth civic engagement initiative.	Hired 5 Youth Civic Engagement Admin interns, and 1 Youth Civic Engagement Sr. Admin intern. Still in process of hiring 1 additional Sr. Admin Intern, and 1 additional admin intern. Interns have been working on compiling youth resources available to the community. Interns have been actively recruiting members to the Youth Commission.	10%	FY 2014-15	FY 2014-15
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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
b. Adopt a master joint-use agreement with Santa Ana Unified School District.	PRCSA	Ron Ono	Prepare Master Joint Use agreement with SAUSD.	Master Joint Use Agreement submitted to SAUSD staff for review. Will be preparing attachments to agreement of each park/school requirement for District-City Joint Policy Meeting on January 26, 2015.	30%	FY 2015-16	FY 2015-16
c. Explore new joint-use opportunities with Santa Ana's four School Districts and partnership opportunities with local museums, art and cultural institutions.	PRCSA	Jeannie Jurado	Began making plans to make an inventory of the joint-use opportunities with Orange Unified School District, Garden Grove Unified School District, Tustin Unified School District, and partnership opportunities with Bowers and Heritage Museum, the Old County Courthouse, and other cultural organizations in town.	Began discussions to develop an action plan to help implement strategy.	5%	FY 2017-18	Ongoing
Objective 2 - Expand youth programming.							
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	<ol style="list-style-type: none"> The Catalina Summer Camp was successfully completed in August 2014 Afterschool Program staffing is in the process of being hired. Recruitments for the Youth Civic Engagement Interns have been completed After School Program operating at 4 Recreation Centers, Staff is being hired to open remaining sites. 	<ol style="list-style-type: none"> Camp was completed successfully on August 4-8, 50 participants attended along with volunteers and staff. After School Program: The Recreation Program Coordinator & Recreation Leader Positions have been filled. Youth Civic Engagement interns have been selected and are in the hiring process. 60 children are being served at After School Sites, promotion and enrollment is underway for all sites. 	35%	FY 2014-15	Ongoing
b. Expand the youth sports program so that youth recreational opportunities are established year-round.	PRCSA	Jeannie Jurado	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 Boys Basketball Skills Evaluation Testing took place on 12/9, 12/10 & 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 at Godinez High School. The city collaborated with these tournaments by providing facilities, awards and officials.	180 girls were served with the Girls Basketball Program. 300 boys took the Skills Evaluation Test 300 youth participated in Cross Country Meet, 225 boys participated in the Flag Football Tournament and 180 girls participated in the Volleyball Tournament.	20%	FY 2014-15	Ongoing
c. Host "Mayor/City Council for a Day" event to promote public service and provide participants with the opportunity to serve as Mayor/City Council, Commissioners and Executive Staff.	TBD	TBD	TBD	TBD	TBD	FY 2015-16	Ongoing
d. Coordinate a Youth Leadership/Student Government Day.	TBD	TBD	TBD	TBD	TBD	FY 2015-16	Ongoing



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f. Develop a process for youth sports scholarship programs.	PRCSA	Jeannie Jurado	1. The scope and focus of this program was discussed at the July 28 PREY Council Committee 2. Scope and focus of Youth Sports Scholarship Program was approved by City Council at the October 21 City Council meeting. 3. An update to the PREY Council Committee was presented on October 27	1. The scope and focus for this program was presented to the full City Council on October 21, 2014. 2. Scholarship application and award process is being develop for implementation in January 2015	37%	FY 2014-15	Ongoing
Objective 3 - Expand use of technology as a tool for communication and education in the community.							
a. Launch new youth focus CTV3 programming.	PRCSA	Heather Folmar	Began developing a plan on the youth focus shows that will be developed for broadcast on CTV3 and the Internet.	Staff is developing a timeline for the production of this TV programming and will present to Executive Director in February, 2015	5%	FY 2014-15	FY 2014-15
b. Create web resource for youth that will include internships, scholarships, college information, job opportunities, and career days.	PRCSA	Heather Folmar	Began developing a plan for a new web architecture to show web content that will be focused on providing youth with information about opportunities for internships, scholarships, college information, job opportunities, and career days.	Staff is developing a timeline for the production of this web resource as a product of the Youth Provider Summit. Staff will present to Executive Director in March 2015.	5%	FY 2015-16	FY 2015-16
c. Review web, social media, and CTV3 services and develop new strategies for more effective use.	PRCSA	Heather Folmar	The plan for a new web architecture to show web content that will be focused on providing youth with useful information will include a strategy on how the web content, social media, and CTV3 videos will leverage each other for the benefits of supporting youth to continue to advance in a positive direction.	The web resource timeline presented to the Executive Director in February 2015 will present the steps needed to be strategically more effective in integrating, video, web, and social media.	5%	FY 2017-18	FY 2017-18
d. E-Library program funding including leveraging the Roosevelt/Walker Prop 84 funding to ensure the new community center also serves as a Library with a focus on electronic media such as eBooks, Internet, and remote check-out services from the Main Library.	PRCSA	Heather Folmar	Candidate for the Library Management Intern has been hired This Management Intern will help develop a plan for the Library to promote all the E-Library services provided by the Santa Ana Library system. Staff developed a list of the E-Library services to be added to the existing system in order to advance the impact of these services in the community. Staff is in the process of ordering equipment such as computers and mobile devices in order to implement the E-Library services. In addition, staff will develop a matrix system to measure the successes and outcomes for these services.	Director accepted staff's proposal for E-Library Services. Staff have begun initial steps in implementing the proposal. Substantial steps toward implementation of the proposal are planned for January.	15%	FY 2015-16	Ongoing
Objective 4 - Partner with groups and organizations to promote education, senior services, job training and development for all Santa Ana residents.							
a. Partner with The California Endowment, Santa Ana College, Chapman University, UCI, CSUF and other institutions of higher education to design career pathway programs that support priority workforce industries (Retail, healthcare, manufacturing, renewable energies) that results in faster reemployment of Santa Ana's residents).	CDA	Carlos de la Riva	Collaborate with the "Doing What Matters" Community College Initiative to develop "stackable" certificate training focusing on priority sector skill needs. Explore funding opportunities to supplement existing workforce funding.	Expansion of Training Opportunities for Santa Ana residents.	10%	FY 2014-15	Ongoing
b. Partner with the Santa Ana Unified School District to support and assist in developing pilot youth employment programs aimed at reducing high school dropout rates.	CDA	Carlos de la Riva	Collaborate with SAUSD to expand workforce services throughout local schools and related institutions. Promote programs at locations where disconnected youth congregate.	Expansion and Funding of Training Opportunities for Santa Ana residents.	20%	FY 2014-15	Ongoing

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City of Santa Ana

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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
c. Continue to expand services and programs at the senior centers specifically in the areas of continuing education, mentoring and recreation.	PRCSA	Jeannie Jurado	Planning to meet with staff and direct them to provide an inventory of services currently provided at both senior centers.	Will be scheduling this planning meeting with staff in February 2015.	0%	FY 2014-15	Ongoing
Goal 3 - Economic Development							
Objective 1 - Implement a comprehensive Economic Development strategy to ensure that Santa Ana is a City with a vibrant business climate that is accessible, user-friendly and welcoming to all residents and visitors.							
a. Complete a comprehensive economic development strategy.	CDA	Marc Morley	Released RFQ in October. Received 8 proposals. ED Taskforce interviewed top 4 and will make a recommendation to City Council for top consultant in January. 6-9 months of strategy development. Implement Strategy.	Citywide Economic Development Strategy to guide Economic Development activities in Santa Ana.	35%	FY 2014-15	FY 2015-16
b. Establish a Santa Ana Business Advisory Committee.	CDA	Marc Morley	Establish Economic Development Taskforce. Hold bi-monthly meetings	Action items from ED Taskforce will be forwarded to Council for approval. Taskforce will guide development of Economic Development Strategic Plan	100%	FY 2014-15	FY 2014-15
c. Promote and market Santa Ana specific strengths in the regional economy including: location, size of workforce, proximity to airport/trains and availability of industrial/commercial opportunities such as 55-freeway corridor, South Main Corridor, South Bristol Street, Harbor Blvd, Downtown and Streetcar Corridor.	CDA	Marc Morley	Develop new citywide marketing strategy to attract and retain businesses. Work with downtown associations, s. main street businesses, local Chambers of Commerce on joint marketing strategy. Develop advertisements and ads for local magazines and newspapers.	New branding and marketing materials for City. Increase in business attraction opportunities to City.	20%	FY 2015-16	Ongoing
f. Promote local business, reduce retail leakage and improve revenue tax base performance through the development of a "Santa Ana Buy Local Plan".	CDA	Marc Morley	Leakage analysis completed through development of ED Strategy. Identify business types to fill gaps. Develop Buy Local Marketing Plan in coordination with City/Chamber Economic Development Council.	Buy Local Marketing Strategy and Plan.	25%	FY 2014-15	Ongoing
Objective 2 - Create new opportunities for business/job growth and encourage private development through new General Plan and Zoning Ordinance policies.							
a. Complete a comprehensive update of the City's General Plan including the development of policies and implementation measures that directly relate to equitable economic development.	PBA	Vince Fregoso	1. Advisory Committee met to discuss Community Engagement Plan RFQ submissions on December 11. 2. Advisory Committee to make recommendations to CC Subcommittees in February 2015. 3. Select Community Engagement Plan Consultant. 4. Submit Community Engagement plan contract for approval by City Council.	The Community Engagement Plan will form the basis for future public engagement efforts, including those used for the Vision Plan, General Plan and Zoning Code. The updated General Plan will incorporate the Goals and Policies identified in the Community Engagement and Visioning Plan as well as maintain consistency with already adopted elements (Housing, Circulation)	20%	FY 2013-14	FY 2015-16



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
b. Update the City's Zoning Ordinance to be consistent with the updated General Plan and include equitable, innovative, business friendly zoning practices.	PBA	Vince Fregoso	1. Complete Community Engagement Plan which will form the basis for the General Plan and Zoning Code Update. 2. Amend the General Plan to incorporate the Goals and Policies of the Community Engagement plan and already adopted elements of the General Plan. 3. Amend the Zoning Code to be consistent with the General Plan and Community Engagement Plan.	The Community Engagement Plan will form the basis for future public engagement efforts, including those used for the Vision Plan, General Plan and Zoning Code. The updated General Plan will incorporate the Goals and Policies identified in the Community Engagement and Visioning Plan as well as maintain consistency with already adopted elements (Housing, Circulation)	12%	FY 2014-15	FY 2015-16
c. Support business development and job growth along transit corridors through the completion of critical transit plans/projects including: The Fixed Guideway Project, Santa Ana Regional Transportation Center Master Plan, Complete Streets and the General Plan Circulation Element update.	CDA	Marc Morley	Complete Fixed Guideway Project. Complete update of General Plan.	New zoning and potential new development opportunities along transit corridor. New businesses along transit corridor will support increase in General Fund revenue through increase in sales tax.	15%	FY 2014-15	FY 2018-19
Objective 3 - Promote a solutions-based customer focus in all efforts to facilitate development and investment in the community.							
c. Explore opportunities to encourage a business friendly environment within the city through the reduction of non-essential regulatory requirements, improved coordination between agencies for development review and addition of monetary incentives (e.g. sales tax sharing, enhancing Small-Business Incentive Program, etc.)	CDA	Marc Morley	ED Taskforce will evaluate fees and current site plan and permit review process. Will recommend enhanced efficiencies which will improve performance and process. CDA and Planning will work to recommend incentivized development agreements that are creative and help both the City and new development/business.	Increased number of sales tax sharing agreements. City department collaboration leads to more streamlined development process. ED Taskforce approved 24-hour Inspection turnaround. City will be hiring 4 new inspectors and 4 new plan checkers. Adaptive reuse ordinance reviewed by ED Taskforce at 10/14 meeting and approved by City Council in December 2014.	35%	FY 2013-14	Ongoing
Objective 4 - Continue to pursue objectives that shape downtown Santa Ana into a thriving, culturally diverse, shopping, dining, and entertainment destination.							
a. Provide a safe and inviting public environment in the downtown (including the Wellness Corridor) through enhanced amenities, improved way finding and engaging street/sidewalk design and lighting.	CDA	Leigh Eisen	Form 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 & Monitoring Program to ensure quality/safety of all streetscape elements.	A cleaner, safer, more attractive Downtown. Increased community engagement. Increased pedestrian and bike safety.	30%	FY 2014-15	FY 2015-16



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
b. Create a comprehensive program to manage parking that includes innovative strategies to provide parking, create revenue and enhance accessibility in the downtown.	CDA	Leigh Eisen	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.	A convenient, customer-friendly and safe parking experience for Downtown visitors. Increased revenue for the City and Downtown.	40%	FY 2013-14	FY 2014-15
d. Support the already-established and growing community of artists living and working downtown through support and promotion of artist events and activities.	CDA	Leigh Eisen	Create strategic marketing plan to promote the arts downtown. Identify and install artistic outdoor elements downtown.	A thriving "creative downtown" that embraces, promotes and attracts artists of all ages and experience levels. A streetscape experience that reflects the creative culture of Downtown.	25%	FY 2013-14	Ongoing
e. Encourage downtown entertainment venues and outdoor dining.	CDA	Leigh Eisen	Creation and promotion of entertainment permit. Currently working with downtown merchants to Install sidewalk cafes and bistro seating adjacent to eateries or in public/inactive spaces.	Increased entertainment venues and outdoor dining.	37%	FY 2014-15	Ongoing
f. Partner with downtown business and merchant associations to program events that showcase restaurants, shopping and entertainment venues (e.g. bus trolley tour, food festival, craft fairs, farmers' markets, etc.).	CDA	Leigh Eisen	Creation and implementation of comprehensive downtown marketing plan to attract new businesses and new customers.	Define and promote the Downtown Santa Ana brand. Offer a diverse and authentic retail experience to a diverse group of customers.	29%	FY 2014-15	Ongoing
5. Leverage private investment that results in tax base expansion and job creation citywide.							
a. Identify and market underutilized properties (city and non-city owned) for new development that will create new jobs and expand the City's tax base (e.g. YMCA, 3rd and Broadway parking structure, Saddleback Inn site).	CDA	Marc Morley	Support redevelopment of YMCA project with streamlined permit process. Encourage and support development of 3rd and Broadway Parking Structure through concerted business attraction efforts and leads. Streamline process for development of Saddleback Inn Site. Research and inventory other underutilized sites for potential development.	Completion of YMCA redevelopment project. Completion of 3rd and Broadway Development project. Completion of Saddleback Inn development project. Inventory of other underutilized sites for development.	20%	FY 2014-15	Ongoing
b. Develop a tax base expansion strategy targeting a concentration of interconnected businesses (also known as business clusters) that will result in an increase in the number of high-quality, high-paying jobs.	CDA	Marc Morley	Through the development of the City's Economic Development Strategic Plan, the City's industry clusters will be identified. Business retention and attraction strategy will be developed to enhance existing cluster industries in the City. Working in partnership with Chamber on business retention survey program.	Established and prosperous business sectors will increase sales tax to the City's General Fund.	23%	FY 2013-14	FY 2014-15
c. Develop a knowledge base to foster economic development by partnering with non-profit organizations.	CDA	Marc Morley	Monthly meetings with Small Business Administration and SCORE. Continue monthly meetings with Chamber of Commerce. Collaborate with Orange County Business Council.	Orange County Business Council is active member of ED Taskforce. Collaborations with Chamber of Commerce such as partnering on formation of Economic Development Council.	30%	FY 2014-15	Ongoing

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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
Goal 4 - City Financial Stability							
Objective 1 - Maintain a stable, efficient and transparent financial environment.							
a. Develop and maintain an online database of city-owned properties to improve the transparency of government assets.	FMS	Waldo Barela	1. Obtain asset listings: a) As recorded by Accounting b) Liability (Personnel) c) GIS-PWA 2. Reconcile asset listings 3. Consolidate asset list 4. Distribute list to departments for changes 5. Finalize comprehensive list and post Phase II: Develop maintenance plan (FY 15-16)	Have a comprehensive list of City buildings and facilities and post.	20%	FY 2014-15	Ongoing
b. Increase the accessibility of financial information on the City's website by creating public viewing portals (i.e. City finances, budget process, bid opportunities, etc.).	FMS	Waldo Barela	1. Identified vendor 2. Review vendor & establish agreement 3. Review test-site with vendor 4. Provide budget numbers & reconcile postings 5. Set launch date 6. Contract & post Phase II: Implementation of an open checkbook (FY 14-15)	Post historical and budget numbers on interactive website. Post monthly checkbook information on website.	60%	FY 2014-15	FY 2014-15
c. Continue to conduct Community Budget Outreach meetings that provide budget and financial information.	FMS	Francisco Gutierrez	Develop agenda for March 2015 meeting: a) 2nd Quarter Results b) Five-Year General Fund Financial Forecast c) CIP d) Budget Process Update e) Solicit Community Input	Conduct community outreach meetings.	51%	FY 2013-14	Ongoing
d. Develop a fiscal health analysis tool that informs a department of its financial position in order to assist in its decision making process.	FMS	Waldo Barela	1. Survey departments for required financial indicators 2. Identify portal that properly displays relevant financial information 3. Setup of portals 4. Post portals	Provide access financial health tools to EMT and management.	20%	FY 2013-14	FY 2014-15
Objective 2 - Provide a reliable five-year financial forecast that ensures financial stability in accordance with the strategic plan.							
a. Adopt a budget that is an alignment with the financial forecast and strategic plan.	FMS	Francisco Gutierrez	1. Create a preliminary budget calendar for FY 15-16 2. Submit to CMO for approval 3. Inform EMT 4. Adopt Five-Year General Fund Financial Forecast (Feb. 2015) 5. Align proposed FY 15-16 budget with adopted financial forecast	Approve budget calendar; update financial forecast, and have the proposed budget in alignment with the adopted financial forecast.	60%	FY 2014-15	Ongoing



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
b. Provide quarterly updates on the City's financial forecast to ensure revenues and expenditures reflect the most up-to-date information and analysis.	FMS	Francisco Gutierrez	<ol style="list-style-type: none"> 1. Define baseline forecast and assumptions 2. Review baseline assumptions as it relates to actual revenues & expenditures 3. Make modifications to the forecast 4. Submit revised forecast to CMO for approval 	Provide updated financial forecasts.	50%	FY 2013-14	Ongoing
d. Conduct an assessment of the City's debt and refinancing options to achieve savings.	FMS	Francisco Gutierrez	<ol style="list-style-type: none"> 1. Review city's current debt & refinancing options 2. Refinance the Police Holding & Admin. Facility, Ross Annex and the Parking Structure Lease 3. Refinance 2004 water system bonds Phase II: Continue evaluation of other refinancing opportunities	Complete	100%	FY 2014-15	FY 2014-15
Objective 3 - Maintain a structurally balanced budget with appropriate reserve levels.							
a. Modernize and adopt the City's utility user's tax ordinance by June 2014.	FMS	Francisco Gutierrez	<ol style="list-style-type: none"> 1. Develop a fair & equitable UUT ordinance for Council's consideration 2. Council approved ordinance 3. Prepare ordinance for voter consideration on Nov 4, 2014 	Complete	100%	FY 2013-14	FY 2013-14
b. Expand the budget and reserve policy to all funds to improve the overall fiscal health of the City.	FMS	Francisco Gutierrez	<ol style="list-style-type: none"> 1. Identify best practices of reserve levels for internal and enterprise operations 2. Revise Fiscal Policy to reflect reserve levels 3. Submit for CMO approval 	Allocate an appropriate percentage of operations to fund reserves for depts./divisions that utilize internal service, special revenue, and enterprise funds.	50%	FY 2014-15	FY 2015-16
c. Implement a plan to achieve a General Fund budgetary fund balance of 20% of expenditures.	FMS	Francisco Gutierrez	Identify current reserve fund balance & delineate the 20% reserve fund allocation	Develop plan to achieve and maintain the 20% reserve balance.	100%	FY 2013-14	FY 2015-16
d. Establish a committee of City staff to explore innovative revenue and cost recovery strategies (i.e. full cost recovery, receivership program, etc.).	FMS	Francisco Gutierrez	<ol style="list-style-type: none"> 1. Compile list of methodology & calculation for full cost recovery. 2. Identify new and existing Miscellaneous Fees that can reach full-cost recovery 3. Validate existing and identify new miscellaneous fees that can reach full-cost recovery 4. Provide listings of Miscellaneous Fees to Departments for full-cost recovery recommendations 5. Incorporate into Miscellaneous Fee Schedule 	Implement a Miscellaneous Fee cost-recovery plan.	10%	FY 2014-15	Ongoing



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
e. Ensure a citywide coordinated effort to seek grant funding through the establishment of a Grant Coordinator.	CMO	Jorge Garcia	<ol style="list-style-type: none"> 1. Assign SMA from CMO to oversee grants throughout the organization. 2. Reconstitute Grants Team quarterly meeting comprised of at least one representative from each Agency/Department to discuss current grants and opportunities for new grants. 3. Through the Grants Team, identify software/consultant to facilitate grants coordination including seeking new grants, training for staff, tracking, and oversight (i.e. eCivis, Grants Tracker, etc.) 4. Coordinate grant efforts with State and Federal Liaisons to maximize award. 5. Held seven telephone calls with State and Federal lobbyist to coordinate Grant Efforts. 6. Held meetings with the following legislative offices to discuss priorities: Senator Boxer, Senator Feinstein, Assembly member Daly. 7. Participated in two webinars related to Federal Grants administration/management. 8. Attended grants meeting for OC-PICH Grant collaborative with Anaheim/Garden Grove. 	Total grants awarded year-to-date to the City of Santa Ana or partner non-profits to the benefit of the City are \$11.5 million. Staff has also organized Federal 101 Grant Reporting training on the new accounting standards.	75%	FY 2014-15	Ongoing

Goal 5 - Community Health, Livability, Engagement & Sustainability

Objective 1 - Establish a comprehensive community engagement initiative to expand access to information and create opportunities for stakeholders to play an active role in discussing public policy and setting priorities.

a. Develop a comprehensive Community Engagement Plan.	PBA	Vince Fregoso	<ol style="list-style-type: none"> 1. Advisory Committee met to review Community Engagement Plan RFQ submissions on December 11. 2. Advisory Committee to make recommendations to CC Subcommittees in February 2015 3. Select Community Engagement Plan Consultant. 4. Community Engagement plan contract approved by City Council. 	The Community Engagement Plan will expand access to information and create opportunities for stakeholders to play an active role in discussing public policy and setting priorities and will form the basis for future public engagement efforts, including those used for the Vision Plan, General Plan and Zoning Code.	25%	FY 2014-15	FY 2015-16
b. Host a Town Hall meeting twice a year to provide a status report on implementation of strategic initiatives and to seek community comment.	CMO	Robert Cortez	Next meeting is scheduled for 3/30/15. Will continue to promote and conduct public outreach efforts to increase participation (nixle, public notice, e-mail notification, Facebook, etc.). In addition, monthly status reports are post on the City's website to continually inform the community on progress.	Conducted an updated meeting on 10/29/14 to report on implementation progress to the community and stakeholders. Responded to participant inquiries and will make recommended changes in the next scheduled update meeting. PowerPoint presentation is available on the City's website.	50%	FY 2014-15	Ongoing
c. Establish leadership training and community engagement programs that enhance methods of communication, opportunities for community involvement, and create an atmosphere where residents and partner agencies can receive recognition and develop a greater sense of ownership.	CDA	Scott Kutner	Continue to build partnerships, develop curriculum, format, and outreach strategy for training and recognition program to proactively engage participants, offer trainings and evaluate results and effectiveness. Apartment manager training now scheduled for February 5 & 12, 2015. Invitations will be sent to area apartment owners in early January 2015.	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.	30%	FY 2014-15	Ongoing



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d. Expand the use of new technologies including marketing and social media to increase outreach to the community in an effort to promote City programs and initiatives.	CMO	Tanya Lyon	<ol style="list-style-type: none"> 1. Continue to explore best practices from other agencies & cities. 2. Working with Staff & Internal Communications Team to identify additional opportunities for outreach, partnerships and policies for maximum effectiveness 3. Creating marketing plan 	<ol style="list-style-type: none"> 1. Improvements to the City's website resulted in an increase of 30-40k new unique hits per month (a 30% increase). 2. Introduced business testimonials to website, partnerships with Chamber of Commerce, Westfield Mainplace Mall & OC Blues to cross promote. 3. Partnered with SAUSD to utilize e-flyer distribution to increase outreach. 4. 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 & 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. 5. Partnered with Parks & Recreation to add City Communications and increase public awareness of programs in the Parks quarterly brochure 	45%	FY 2014-15	Ongoing
e. Implement creative and innovative methods to increase voter participation during future election year (e.g. mobile polling, polling station in city hall, voter registration, partnering with the Orange County Registrars Office, etc.).	COTC	Maria Huizar	Voter outreach program - partnership at the following events: Dia del Nino, Cinco de Mayo, SOMOS, Fiesta Navidad. Also, updated City web information and Facebook, sent out Nixle Alert, and Employee global distribution.	Increase number of registered voters in the City of Santa Ana; Provide information on importance of voter participation and Poll Worker & Student Poll Worker Programs.	70%	FY 2014-15	Ongoing
f. Develop a City Community Volunteer/Internship Coordination program.	CMO	Jorge Garcia	<ol style="list-style-type: none"> 1. Conduct Internship development meetings with a member from each Agency/Department. 2. Conduct recruitment and market throughout the community. 3. Securing hiring of 12-14 interns for fiscal year 2014/15. 4. Provide opportunities for interns to gain experience throughout the organization. 5. Conduct Police Department Background for two candidates. 6. Held City Manager presentation with interns and conducted networking session. 7. Management Intern in Personnel Agency has taken lead role in development of Internship Program. 8. Hired an Intern in the Police Department and also in the Finance Department. 9. Intern position in development for IT Division to assist with website related projects. 10. Meeting with Interns changed from quarterly to monthly. 	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.	90%	FY 2014-15	Ongoing



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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	City of Santa Ana has become members of Sister Cities International.	Have identified cities in Mexico and exploring desire for a Santa Ana Sister Cities exploratory trip.	10%	FY 2014-15	FY 2014-15
h. Develop a 20-year visioning plan.	CMO	Vince Fregoso	Complete Community Engagement Plan which will form the basis for the General Plan and Zoning Code Update as well the Vision Plan.	Development of a long-range plan to help guide the City's future direction and provide the basis for future policy decisions.	5%	FY 2016-17	FY 2018-19
i. Partner with SAUSD, non-profits and stakeholder groups to increase outreach and public awareness of programs and events.	CMO	Tanya Lyon	Working with Internal Communications Team to identify & form partnerships. Conducting continuous outreach and exploring new and creative ways to partner. Efforts will be ongoing.	<ol style="list-style-type: none"> Partnered with the SAUSD to increase outreach by utilizing their e-flyer registration free of charge. City wide Employee Newsletter also provides an opportunity that did not exist previously to partner with SAFCU to increase communication with our internal customers. Also partnering with SAUSD, PD, PWA on Ped & Bike Safety. Improved communication and distribution of materials to partner agencies to increase outreach including Chamber, SAUSD, OCFA, POA & Downtown Inc. 	60%	FY 2014-15	Ongoing
Objective 2 - Expand opportunities for conservation and environmental sustainability.							
b. Create performance measures to track the City's progress in implementing the Climate Action Plan and other "green" efforts citywide.	PWA	Christy Kindig	Complete development of the Climate Action Plan.	<ol style="list-style-type: none"> Complete Draft Climate Action Plan Complete EIR process Adopt Final Climate Action Plan 	85% 0% 0%	FY 2014-15	FY 2014-15
c. Create a green building policy that incorporates sustainable concepts into residential and nonresidential uses; support demonstration projects and best practices.	PBA	Gerald Caraga	<ol style="list-style-type: none"> Complete Online Building Permits including Green Building and energy Efficiency measures. Continue to promote "no fee solar permit" program. Streamline over-the-counter solar permit issuance. Promote green building practices through Santa Ana Green Newsletter article 	<ol style="list-style-type: none"> Increased number of energy efficient residential and commercial projects. Increased number of solar installations. Reduced plan check times for solar installation projects. A total of 327 solar installations have been completed since January 1, 2014, 52% issued over-the-counter. 	65%	FY 2015-16	FY 2016-17
Objective 3 - Facilitate diverse housing opportunities and support efforts to preserve and improve the livability of Santa Ana neighborhoods.							
a. Continue to explore options citywide regarding the re-use of commercial or industrial buildings that are currently underutilized or vacant for mixed-use residential projects.	CDA	Housing Manager	Initiate quarterly reviews of Santa Ana's building inventory with Planning and Building Agency staff for the purpose of identifying under utilized or vacant properties and potential development concepts.	TBD	5%	FY 2013-14	Ongoing
b. Ensure compliance with the City's Housing Opportunity Ordinance by requiring rental and ownership housing projects that meet specified criteria provide a minimum of 15% affordable units.	PBA	Melanie McCann	<ol style="list-style-type: none"> Utilize in-lieu fees to develop affordable housing Ensure developments providing affordable housing within the development project site remain in compliance 	Several projects recently submitted which will be subject to Housing Opportunity Ordinance requirements within the newly adopted Harbor Boulevard Mixed Use Transit Corridor	75%	FY 2013-14	Ongoing



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
c. Provide that Santa Ana residents, employees, artists and veterans receive priority for affordable housing created under the City's Housing Opportunity Ordinance or with City funding to the extent allowed under state law.	CDA	Housing Manager	TBD	TBD	0%	FY 2013-14	Ongoing
d. Continue to implement the Emergency Shelter and Transitional Housing Ordinance (SB-2) to locate facilities for homeless shelters within the Light Industrial (M-1), Heavy Industrial (M-2) or Specific Development (SD) zones which meet all of the required	CMO	Alma Flores	City Manager directed staff to develop a proposal for a pilot property storage/check-in center for the homeless. Presentation scheduled for the 12/8/14 Public Safety Committee with staff recommendation scheduled for 12/16/14 City Council meeting.	Council directed staff to seek findings to establish a moratorium on the City's SB 2 Ordinance on 11/4/14. Staff reporting indicating no finding placed on 11/18/14 Council agenda with option for City Council to make their own findings. However, due to Board of Supervisors not approving the purchase of the property located at 1217 E. Normandy Place, the site being proposed for the multi-service emergency homeless shelter, earlier at its Board meeting on 11/18/14, no action taken by City Council.	15%	FY 2013-14	Ongoing
Objective 4 - Support neighborhood vitality and livability.							
a. Support the design and construction of parks to provide increased open space and opportunities for recreation throughout the city. Construct the Roosevelt Walker Park and Community Center, and develop concepts and proposals for the Library Park in Civic Center and Centennial Santa Ana River Eco-Park.	PRCSA	Ron Ono	Prepare concept plans for Pacific Electric Park, Vista del Rio Park, Roosevelt/Walker Joint Use Park, Centennial Eco-Park and Library Park.	Concept plans for Pacific Electric Park and Vista del Rio Park completed. Working with SAUSD to refine Roosevelt Community Center Concept Plans. Will be working on Centennial Eco-Park and Library Park Concept Plan in May 2015.	30%	FY 2014-15	Ongoing
b. Improve neighborhood quality by locating or providing access to complementary services and public facilities, including access to health food options (community gardens, farmer's markets, corner markets, cottage food) in neighborhoods.	PRCSA	Jeannie Jurado	Will be scheduling a meeting with Planning and Building and CDA staff to discuss this strategy.	This meeting will be scheduled for late February 2015.	3%	FY 2014-15	FY 2014-15
c. Leverage private resources to support neighborhood associations and effectively address neighborhood issues by partnering with intra-agency teams, community-based organizations, non-profits and faith-based organizations that are invested in Santa Ana.	CDA	Scott Kutner	Develop criteria and a process for identifying improvements, initiatives and areas that staff intend to focus upon for resource investments and partnerships	Identify strategic resources, programs, and services including 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	20%	FY 2015-16	Ongoing
d. Implement new Neighborhood Improvement Initiatives focusing on residential areas that have been adversely affected by disinvestment and decline. Program and services from a variety of resources will be utilized to achieve positive and sustainable improvements.	CDA	Scott Kutner	Develop criteria and a process for identifying improvements, initiatives and areas that staff intend to focus upon for resource investments and partnerships.	Selection of residential area and implement strategies that will enhance quality of life through investment resources, programs and services in target area.	20%	FY 2014-15	Ongoing



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
e. Implement innovative code enforcement practices and strategies including the use of volunteers, enhanced technologies and increased collaboration with other City departments and outside agencies to address critical livability issues citywide (e.g. overcrowding, absentee landlords, landlord/tenant rights and responsibilities, etc.).	PBA	Alvaro Nunez	<ol style="list-style-type: none"> Continue to use volunteer program to address non-life safety violations. Collaborate with the Police Department and City Attorney's Office on Medical Marijuana Enforcement. Partner with Orange County Social Services to address Hoarding and other Mental Health Issues. RFP for Administrative Citation Collection Services to increase collection rates Complete integration of Code Enforcement Complaints with GIS Mapping 	<p>Inter-departmental task-force with OCFA, Police Department, OC Social Services.</p> <p>Implement mobile work-station technologies to increase field-time for inspectors.</p>	50%	FY 2013-14	FY 2014-15
Objective 5 - Promote a strong arts and culture infrastructure.							
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.	CDA	Kelly Reenders	The Arts and Culture Commission to adopt Bi-laws and begin process for Master Plan RFP development. Coordinate event for artists.	Arts and Culture Commission bi-laws adopted, Master Plan RFP ad hock committee formed. Artist holiday mixer event held 12/18 at SARTC.	10%	FY 2014-15	FY 2015-16
b. Generate public and private support and resources to strengthen, expand and stabilize funding for the arts.	CDA	Kelly Reenders	Strategy was transferred from the Parks, Recreation and Community Agency over to the Community Development Agency.	TBD	5%	FY 2014-15	Ongoing
c. Promote arts and culture by partnering with artist groups and merchants to hold events celebrating art in public plazas, parks and other City-controlled open space.	CDA	Kelly Reenders	Multiple events supporting arts and culture have been completed and some are in the process of being planned.	Plaza Primavera, Dia del Nino, Cinco de Mayo, 4th of July, Plaza Wellness, and Fiestas Santa Ana, SOMOS events, Plaza Santa Ana Tree Lighting have been completed.	60%	FY 2013-14	Ongoing
d. Create policies and guidelines for public art.	CDA	Kelly Reenders	This strategy will be discussed at a future Arts and Culture Commission meeting and as part of the Arts and Culture Master Plan process.	TBD	5%	FY 2014-15	FY 2015-16
Objective 6 - Focus projects and programs on improving the health and wellness of all residents.							
a. Create a web resource of get-fit resources for each of the six recreation zones in the City.	PRCSA	Jeannie Jurado	This strategy will start in February 2015.	TBD	0%	FY 2015-16	FY 2015-16
b. Incorporate the improvement of walking and biking lanes as well as the development of a citywide bike master plan into the Circulation Element of the City's General Plan.	PBA	Melanie McCann	Complete and adopt the Circulation Element Update. Adopt Bikeway/Pedestrian Master Plan. Complete Annual Report on implementation of Pedestrian and Bikeway improvements.	Implement strategies and infrastructure improvements identified in the adopted Circulation Element and Pedestrian/Bikeway Master Plan.	70%	FY 2013-14	FY 2014-15



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c. Integrate a variety of health and wellness programs into existing programming at each of the city's community/recreation centers (e.g. Develop equitable health access points).	PRCSA	Jeannie Jurado	1. Prepared the job specifications, the hiring justifications and the supplemental questioner for 3 Wellness Education Interns (1 Senior Admin Intern & 2 Admin Interns). The positions are already approved to proceed to hire. 2. Recruitment for the hiring of 3 Wellness Education Interns has been approved and is underway 3. Jerome Community Garden is open to the public on Wednesdays and Fridays from 11am to 2pm and Fridays from 9am to 2pm	1. Applications have been reviewed and interviews scheduled for mid December 2. Community members and interested groups are visiting and working on the garden on a regular basis. Group of volunteer leaders is meeting with city staff on a monthly basis to plan for programming and maintenance of the garden	10%	FY 2014-15	FY 2018-19
d. Partner with the California Endowment, Schools, charitable foundations and other non-profit organizations to implement health and wellness programming (including a healthy Santa Ana website) based on quantifiable and measurable data.	PRCSA	Jeannie Jurado	This strategy will start in February 2015.	TBD	0%	FY 2014-15	Ongoing
e. Expand Senior Center programing to provide greater enrichment and explore activities in art, culture and health.	PRCSA	Jeannie Jurado	Will meet with staff and develop an inventory of services currently provided at both senior centers.	Meeting is scheduled for February 2015.	0%	FY 2014-15	Ongoing
f. Incorporate health, wellness, and equity into all applicable policies and plans (e.g. General Plan, Comprehensive Economic Development Strategy, Capital Improvement Plan, etc.)	PBA	Melanie McCann	Work with the selected consultant to determine the best approach to integrate health and wellness into Visioning Plan and General Plan Update. Incorporate health goals and policies into the CIP and other implementation plans that address health (General Plan, Zoning Ordinance).	Improved communications between Public Works, Planning Division and Parks and Recreation regarding infrastructure improvements. Increased access to opportunities for recreation and health identified in the General Plan and Capital Improvement Plan.	10%	FY 2014-15	Ongoing
g. Develop an active transportation pilot event in partnership with the business community, neighborhood associations and non-profit associations (i.e. Sunday on Main Street).	PRCSA	Jeannie Jurado	Evaluating the success and lessons learned from the October 5 event.	Plans are in the works for SOMOS 2015.	90%	FY 2014-15	Ongoing
Goal 6 - Community Facilities & Infrastructure							
Objective 1 - Establish and maintain a Community Investment Plan for all City assets.							
a. Develop a complete inventory of all assets to determine the scope of improvements needed to sustain the City's current infrastructure investment.	PWA	William Galvez	1. Infrastructure Inventory a) Categorization/Classification b) Data Collection 2. Condition Assessment 3. Action Plan	1. Awareness 2. Valuation 3. Forecast	30% 25% 0%	FY 2013-14	FY 2014-15
c. Invest resources and technology to extend the service life of existing infrastructure to protect the City's investment and support a high quality of life standard.	PWA	William Galvez	1. Define "high quality of life standard" for each asset category 2. Assess current state 3. Perform gap analysis	Investment baseline	0%	FY 2014-15	Ongoing



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
d. Explore creative financing options with private property owners amenable to share the costs associated with infrastructure improvements (i.e. assessment districts).	PWA	Taig Higgins	Identify potential projects/programs	List of candidate projects	25%	FY 2015-16	FY 2015-16
e. Prepare a Community Investment Program as part of the citywide budget process that identifies new or expanded capital needs and their funding strategies.	PWA	Taig Higgins	Expand existing FY 14/15 Capital Improvement Program/Community Investment Program as part of citywide FY 15/16 budget process.	Complete list of funded and unfunded projects/programs.	30%	FY 2013-14	FY 2015-16
f. Perform periodic measurements to monitor and update each asset's condition and ensure adequate funding for repair and/or replacement costs in future budgets.	PWA	Taig Higgins	Perform timely condition assessments and update CIP.	Revised list of funded/unfunded projects/programs for FY 15/16 budget.	0%	FY 2015-16	Ongoing
g. Develop and implement the City's Capital Improvement Program in coordination with the Community Investment and Deferred Maintenance Plans (e.g. transit vision, street car, fixed guideway project, SARTC master plan, Bristol Street widening, neighborhood streets, traffic improvements, park facilities, sports fields, soccer fields, senior centers, bike maser plan, etc.)	PWA	William Galvez	Monitor implementation of planned projects.	High rate of on-time project delivery.	25%	FY 2014-15	Ongoing
h. Complete water/waste water rate study to ensure adequate resources to capture critical long-term capital needs.	PWA	Nabil Saba	Update rates analysis - prepare an annual rate evaluation.	Recommended rates adjustment.	100%	FY 2014-15	FY 2014-15
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,	CMO	Robert Cortez	1. Development of Citywide IT Strategic Plan. 2. Released RFP to seek a qualified consultant to assist with the assessment of the IT throughout the organization. 3. Selection of consultant and commence assessment 4. Present findings, recommendations and budget requests to CM, EMT, and City Council.	1. Conduct IT Assessment (5-6 month process) 2. Development of Implementation Roadmap	25%	FY 2014-2015	FY 2015-2016
Objective 2 - Address deferred maintenance on City buildings and equipment.							
a. Prepare a Deferred Maintenance Plan that assesses safety, adequacy, and liability implications, and estimates repair costs to be programmed in the responsible agency's future budget.	PWA	William Galvez	Coordinate a scoping meeting with other City agencies and determine user requirements.	Schedule for development of the Deferred Maintenance Plan.	0%	FY 2014-15	Ongoing
b. Utilize a five-year Deferred Maintenance Plan to strategize and finance funded and unfunded needs.	PWA	William Galvez	To follow completion of 6.2.a	TBD	0%	FY 2016-17	Ongoing



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
Goal 7 - Team Santa Ana							
Objective 1 - Establish a culture of customer service and community engagement as the organization's primary focus.							
a. Adopt a Citizens Customer Service policy and provide training on that policy to all employees.	PSA	Ed Raya	Developing a Customer Service Training program to be offered in early 2015.	Provide a standardize approach to working with the Citizens of Santa Ana.	50%	FY 2014-15	Ongoing
b. Annually conduct a statistically valid random-sample community satisfaction survey to assess satisfaction with the delivery of major City services.	CMO	Tanya Lyon	Work with CDA to identify what areas to measure, develop a the Community Satisfaction Survey and implementation timeframe. The Police Department is also conducting a Community Survey. City staff will work with PD to find out effective means to implement survey.	Working with Internal Communications Team to create and implement Employee Satisfaction Survey. This procedure will be similar to the process needed to implement for the community satisfaction survey including 1) baseline 2) strategize when & how to implement survey. Draft of Employee Satisfaction Survey is complete. Will strategize with Internal team to begin generating draft of community survey. Began initial dialogue with CDA and PD on preparing the survey, what it should measure and its implementation.	15%	FY 2014-15	Ongoing
c. Conduct an annual volunteer "day of service" where City employees volunteer in the community.	CMO	Jorge Garcia	Identify working group to determine the goals and objective for event. Tentatively scheduled for Spring 2015.	TBD	0%	FY 2014-15	Ongoing
Objective 2 - Establish communication plans to engage and inform employees and the community about City activities.							
a. Use City display cases to inform and showcase each department to the community.	CMO	Tanya Lyon	General improvements to the Council Chambers which includes a new shadow box communication display case for public. Working with Internal Communications Team to create a schedule for new shadow box. Exploring the possibility of utilizing digital displays to increase communications.	Improve communication with the community. Display Case is complete. Roll out of schedule.	100%	FY 2014-15	Ongoing
b. Develop communication policies addressing the type of matters that will be promoted to employees/public and the internal process to ensure timely distribution.	CMO	Tanya Lyon	Identify best practices in policies from other Cities & Organizations. Create policies including media policy, social media policy, employee newsletter, external newsletter, Channel 3 policy & get feedback, Implement policies. There is a need to create a Style Guide to create consistency in marketing efforts and an overall communications plan.	Working with Internal Communications Team to implement best practices and have a draft of 1) Logo Policy 2) Communications Plan. Collaborating with Economic Development and the Downtown Development Liaison to create an overall marketing plan and style guide. Working with internal and external customers to generate 2 positive news stories per month resulting in increased positive media exposure highlighting City's news and events.	40%	FY 2014-15	FY 2014-15



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c. Utilize new technologies such as Facebook, Twitter, Nixle and CTV3 to interact with employees and the community.	CMO	Tanya Lyon	Create a schedule for new content and develop policy for running ads or outside content on CTV 3. PRCSA has agreed to create a new two minute spot each month on CTV3. Strategic Communications Manager will create new content each week promoting upcoming City events and programs. Implement new technology on City website.	News will be timely, current and promote City's overall goals. Improvements, partial re-design and updated web content has resulted in an increase of 30-40k new unique hits per month (a 30% increase), a 100% increase of social media likes/participants and an 12,000 person increase in Nixle subscribers. Improve usage of Eddie West Marquee to showcase current events. Rollout of monthly Employee Newsletter, City Manager Message and video. Improved usage and timely communication of slides on CTV 3. Began distribution of printed employee newsletter to increase outreach, began redesign of the Intranet to promote internal communications and met with staff regarding the City Style Guide.	45%	FY 2014-15	Ongoing
d. Invest in software/resources that will help streamline the flow of information to City staff and the public.	CMO	Tanya Lyon	Identify needs, best practices & implementation plan. Explore online forms, RSS feed, monitors at various locations throughout the City.	Uniform communications goals including an updated website, marketing materials, displays at in various locations which will result in improved communication both internally and externally. Implement brand guidelines. Increased communication outreach through process improvements with Parks & Recreation staff.	25%	FY 2015-16	FY 2015-16
Objective 3 - Improve communication between all levels of the organization.							
a. Confirm the organization's commitment to transparency by establishing an internal communication plan to engage and inform employees.	CMO	Tanya Lyon	Developing 1) Logo Policy 2) Meet Internally to Implement the Creation of a Style Guide 3)Creating a Marketing Budget for the next fiscal year	Met with Internal Communications Team and have finished the first draft of the Employee Satisfaction Survey, Media and Press Release Memo and have begun the redesign of the City's Internal Intranet. Also, met with staff and will begin creating presentation templates and a style guide.	15%	FY 2014-15	FY 2014-15
b. Promote fairness and trust to ensure organizational behavior is consistent with City values.	PSA	Ed Raya	Developing a Communications Training program to be offered in early 2015.	Improve communication through all levels of the organization.	50%	FY 2014-15	Ongoing
Objective 4 - Establish employee compensation that attracts and retains a highly qualified workforce.							
a. Ensure compensation is sufficient to attract and retain properly skilled employees and is comparable to other public agencies.	PSA	Ed Raya	Negotiations meetings with 4 unions Feb-July. Initiated Joint Labor Management Team to review classifications. Conducted salary adjustments for 3 Management positions.	Salary increases from 1-2%; health insurance for part-time employees; bonus plan for police management.	100%	FY 2014-15	Ongoing



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
b. Develop and adopt a policy that allows for total compensation of staff in accordance with the City's financial condition, including adequate operating contingency reserves.	PSA	Ed Raya	Drafted policy, to be presented to City Manager	Establish parameters for future negotiations.	75%	FY 2014-15	FY 2014-15
c. Actively seek out a diverse and talented pool of candidates who possess the values and skills consistent with organizational goals.	PSA	Ed Raya	High level recruitments: Downtown Dev Liaison; Deputy CM; Exec Directors of PW, P&B and CD; Asst. Finance Dir.	Six high level recruitments completed.	100%	FY 2014-15	Ongoing
Objective 5 - Create a culture of innovation and efficiency within the organization.							
a. Promote the use of new technology to improve the delivery of services and information to staff and the community.	FMS	Waldo Barela	Implement identified projects: <ul style="list-style-type: none"> • OpenGov • E-Checks • Payroll Forecasting 	Use new technology to improve the delivery of services and information to staff and the community.	80%	FY 2014-15	Ongoing
c. Promote an innovation and efficiency program to achieve a cost savings goal of 1% and establish goals for subsequent years.	CMO	Robert Cortez	Innovation and efficiency goal was included as part of the 14/15 budget. Will promote a team of "innovation". Elements of innovation and efficiency will be provided as part of the IT Assessment. Part of 7,5a and e.	To generate an estimated \$2.1M in ongoing annual savings while enhancing service delivery and improving productivity.	10%	FY 2014-15	Ongoing
d. Encourage fully-analyzed risk taking by avoiding punitive reaction to failure.	PSA	Ed Raya	TBD	TBD	0%	FY 2014-15	Ongoing
e. Identify best practices and opportunities for process improvement and automation across City departments in order to provide effective and efficient delivery of City services to the community.	FMS	Francisco Gutierrez	1. Establish an environment that promotes innovation, creativity, & customer service 2. Implement process improvement: <ul style="list-style-type: none"> • Purchasing Policy • Employee Separation 	Implement efficient and innovative practices and systems that will improve delivery of City services to the community.	50%	FY 2014-15	Ongoing
f. Explore opportunities to engage with outside agencies, both private and public, to share information and increase efficiencies.	CMO	Tanya Lyon	Shared programming on CTV3, including partners in City events (a booth for SAUSD at SOMOS, SAC, Bower's Museum, etc.). Partnered with the SAUSD to increase outreach by utilizing e-flyer registration, working with a list of partner agencies including the SA Chamber of Commerce, OCTA & SAC.	Identify needs, opportunities, best practices and implement. Increase partnership with SAUSD to run their programming on CTV & run important/timely news and events on Ch. 3. Improved use of slides and creation of original content which is promoted on CTV3, social media, Comm-Link meetings, Nixles, etc. to increase community engagement and to reach the community in a variety of ways. Continue partnership with various City stakeholders including SAUSD, Downtown Inc., Santa Ana Business Council and the SAPOA to increase communications and cross promote.	35%		Ongoing



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Objective 7 - Develop a culture of motivated and innovative leaders in the organization.							
a. Reactivate the Public Business Concepts program (including total quality management) to provide training opportunities that reflect the key values of the organization.	PSA	Mary Kelly	Trained 32 people for "Introduction to the City of Santa Ana for Independent Contractors", and "Public Perception: Tips for Employees when in Uniform and/or when operating City vehicles" and "Interacting with the Public" for the PWA Water Division and "Social Media in the Workplace".	Ensure compliance with City rules and values, increase job satisfaction and morale among employees.	60%	FY 2014-15	Ongoing
b. Establish methods for capturing organizational knowledge and expertise through a formal mentoring program.	PSA	Ellen Smiley	Develop employee rotation program; create intern positions at all six levels and recruit. Had second intern meet and greet	Employee rotation program at final review stage. All intern recruitments completed and at dept. selection stage.	50%	FY 2014-15	Ongoing
c. Implement a Leadership by Example initiative which affirms management's commitment to organizational principles and values.	PSA	Ed Raya	Developing a Leadership Training course which will emphasis core values. Target date for training Spring 2015.	Reinforce organizational values and principal	25%	FY 2014-15	Ongoing