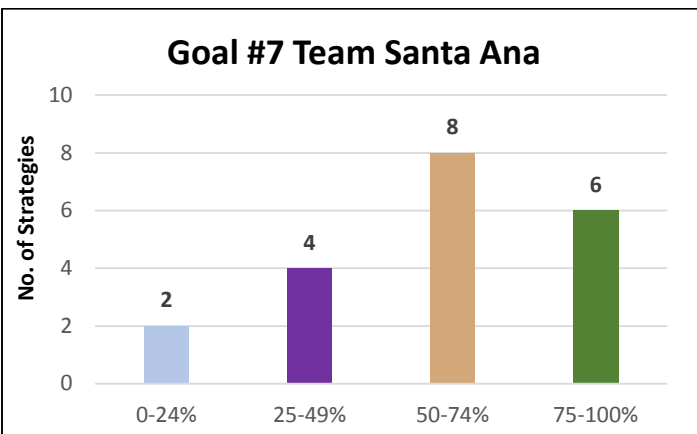
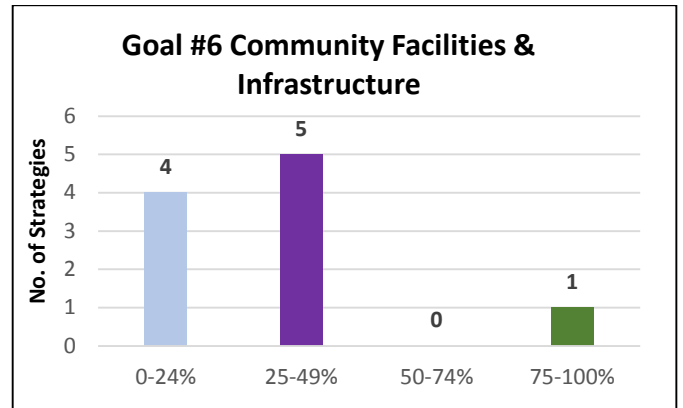
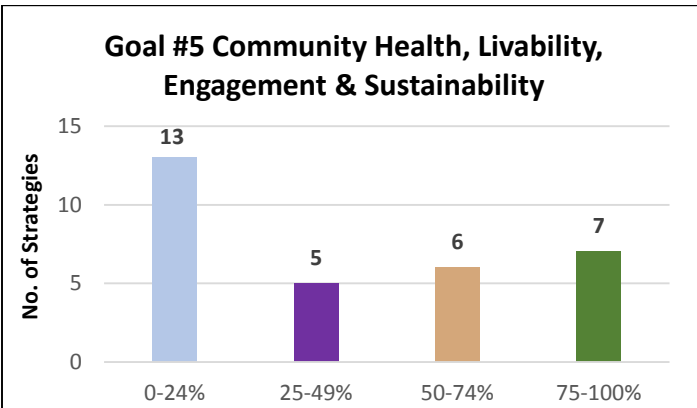
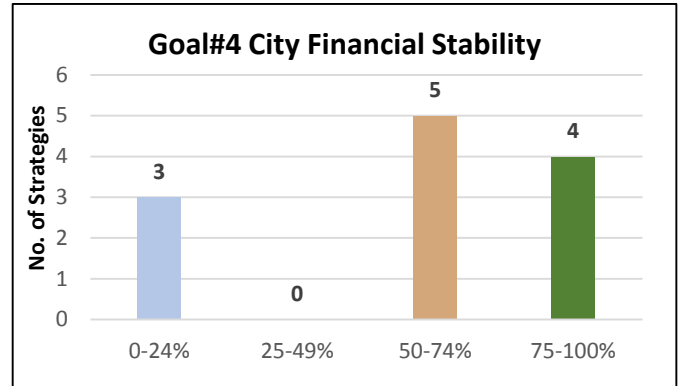
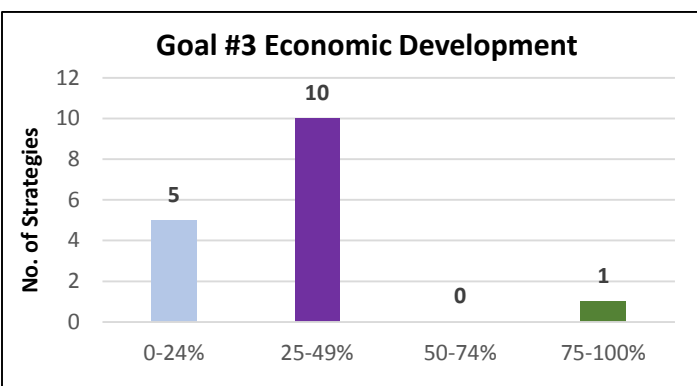
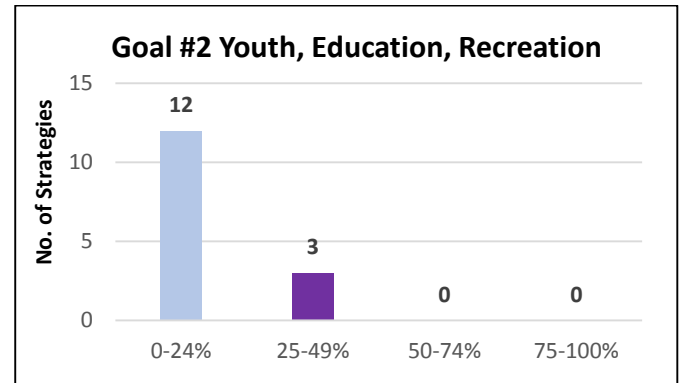
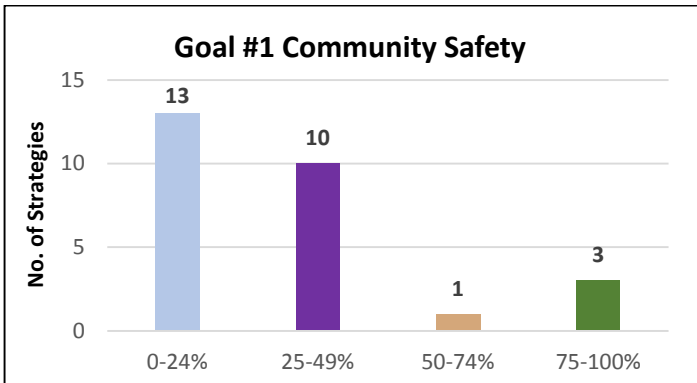


City of Santa Ana

Strategic Plan Summary - January 2015

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

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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. Met with Chapman University reference survey - They will be submitting a proposal shortly 4. Met with University of California at Irvine reference survey - They will be submitting a proposal shortly 	16%	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 project submittals from local universities. 2. Internal review of current COP programs is ongoing. 3. Discussion with residents reference current program effectiveness is ongoing. 	16%	FY 2014-15	FY 2015-16
c. Deliver crime prevention/community policing programs based on the community policing plan.	SAPD	Ruben Ibarra	<ol style="list-style-type: none"> 1. Officer Reggie Program 2. Planning stages for Bike Rodeo in March in South coast District 	<ol style="list-style-type: none"> 1. Officer Reggie Program presented at 3 schools (26 parent & 236 students for the month) 2. Bike Rodeo will educate youth and adults on pedestrian and traffic safety 	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 	<p>Jan 2015- Created an internal working group to discuss the scope of the problem, how we intend to address those problems.</p> <p>Two documents, one for Child Abuse and one for DV were started to memorialize the project. "Case Agents" were assigned each project under the supervision of a Sergeant.</p> <p>We began reaching out to Community Groups by phone (Latino Health Access, CSP and Laura's House) and have scheduled February meetings.</p> <p>Have conducted several enforcement operations in regards persons wanted for DV and Child Abuse.</p> <p>Created a system of serving warrant for DV suspects and did one operation.</p>	15%	FY 2015-16	Ongoing



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
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"	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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. 4. Meet with Promise Zone Team 	<ol style="list-style-type: none"> 1. Received US DOJ's POP guides for police response. Evaluate information and determine industry best practices. 2. Met with Promise Zone Team and discussed potential strategies for model. 3. Re-evaluate education, prevention, and enforcement programs for internal document. 4. Attended three Promise Zone meetings. Working with city personnel to create strategies to include potential Promise Zone award 	20%	FY 2014-15	Ongoing
g. Participate and collaborate with government agencies and community groups to assist in reducing criminal behavior and providing resources for the homeless population.	SAPD	Ruben Ibarra	<ol style="list-style-type: none"> 1. Submitted Grant for ESG and CDBG to fund HEART Program. 2. Worked with City Staff for Non-Profit to provide services for Storage Service Center 	<ol style="list-style-type: none"> 1. Receive funding approval to continue maintaining HEART Program. 2. Storage Facility will provide a temporary-daily storage facility for homeless individuals to store their property. 	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	<ol style="list-style-type: none"> 1. Meeting to be scheduled with OC probation to begin the framework for a Restorative Justice Program. 2. Existing diversion programs and being researched through other law enforcement agencies and City personnel to identify which organizations may be equipped to partner with the City to provide diversion programs. 	Continue to draft Restorative Justice and Diversion research summary in an effort to identify "next steps" for the City, Department Personnel and additional stakeholders.	25%	FY 2014-15	Ongoing



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i. Enhance public safety efforts by improving our employee retention efforts and actively seeking a diverse and talented pool of public safety candidates who possess the values and skills consistent with organizational goals.	SAPD	Robert Carroll	<ol style="list-style-type: none"> 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 9. Improving our processes related to employee certs and employee medicals 	<ol style="list-style-type: none"> 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 	60%	FY 2014-15	Ongoing
j. Partner with downtown business and merchant associations to enhance security measures and provide a safe environment (e.g. video surveillance, additional security and police efforts, etc.)	SAPD	Ken Gominsky	<ol style="list-style-type: none"> 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. Plan for Downtown Video System in final stages of acceptance 2. Current plan falls within scope and budget 3. Finalizing proposal 4. Liaison with City Downtown Liaison is ongoing with Merchant/Stakeholder meeting planned for Feb. 	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 its competitive RFP evaluation process and selected TriTech Software Systems as its preferred vendor. The Department, with the assistance of the City Attorney's Office, will now begin contract negotiations, which should be completed by April. When a satisfactory contract is developed, an RFCA will be presented for Council consideration. Once the contracts are signed, the implementation process should take approximately 18 months.	RFCA for Council consideration expected in the winter/spring. Implementation expected to begin in the spring/summer.	30%	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. 3. Command staff photographs & contact information are being placed on PD website. 	<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



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c. Purchase and install new in-car computers in patrol vehicles to facilitate enhanced information sharing and timely police response.	SAPD	Doug McGeachy	1. Gathered information from local agencies on potential consultants to help with the research and implementation of the project. 2. Subcommittee members identified and briefed on committee goals. The Committee will meet 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.	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 written and is in the final review process.	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	Met with Chief Rojas and DC McGeachy to identify specific programs to focus the attention on	Research has begun on the status of current programs relative to community awareness with a focus on the following: Gangs, DUI's, Pedestrian Safety, Loud Music and Domestic Violence	35%	FY 2014-15	Ongoing
e. Update the City's Emergency Operation Center (EOC) emergency preparedness plan to include a community evacuation strategy to respond to natural disasters.	SAPD	Ken Gominsky	1. Perform needs assessment based on review of current plans 2. Direct EM to engage internal and external stakeholders 3. Refresh/Update plan	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. 4. EM has identified noted plans and continues evaluating their relevance to County plans and strategies.	15%	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	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	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 been completed 5. Task List has begun.	18%	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	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	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. 7. Worked with the Chief and all Bureau Commanders to develop a budget that best supports strategic plan priorities	75%	FY 2014-15	Ongoing
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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
b. Promote ongoing efforts to obtain grant funding for activities that will assist in preventing, enforcing and reducing criminal activity and traffic collisions.	SAPD	Enrique Esparza	Met with Chief, Deputy Chief, and Police Administrative Manager who provided guidance and direction.	Preparing assessment of current applicable grants to identify deficiencies and areas that are adequately funded.	20%	FY 2014-15	Ongoing
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	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.	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 and Pay to Stay program 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. BOP housing increased to 24. 8. 3 PT CS in training; 9 others transiting clearance for hire	45%	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	1. Met with Chief Rojas and DC McGeachy 2. Gathered information on Patrol Beat Program 3. Presented Patrol Beat Program to Public Safety Committee	1. Current review of the Staffing Report submitted by the University of Texas 2. Begin preparation of report based on the patrol study	40%	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.	1. Design and content ideas identified. Both departments have identified current available statistical data that could be included in the report. 2. Awaiting information from Bureau commanders.	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	Continue to modify OCFA monthly report to ensure community outreach efforts are in line with City expectations. 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.	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. OCFA has finalized their Facebook and Twitter accounts which are now updated by the on duty PIO (24/7) for all major incidents within the cities we serve. DC Leonard will be working with Tanya to work on marketing this added service to the residents of Santa Ana.	20%	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 discussions with Risk Management are ongoing 4. 2015-2016 budget needs identified	18%	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	In the past month the explorers have continued to training with firefighters, ride along on emergency incidents and have assisted in several community and organizational events. These events included the City's smoke alarm campaign and the OCFA Best and Bravest awards ceremony, where the explorers provided logistics support for the event.	Continue to advance individual explorers through the training/education process. We are continuing to recruit for additional explorers from within the City to fill the roster at Station 75	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	A list of courses have been identified by the Santa Ana Community College Coordinator and the Santa Ana Jail. A review of those classes will be scheduled to determine if additional classes should be added or if the current list is sufficient to meet the strategic plan objective.	Stats are being gathered to determine the success of each program offered and to determine the number of graduates of each course.	25%	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.	Civic Engagement Interns have been compiling information about youth resources available to the community in preparation for the Summit. SAUSD and other youth service stakeholders have requested that the Summit be held in fall, 2015, rather than in spring, 2015. City Manager approved this change. TimeLine for production of the Summit is in process.	10%	FY 2014-15	FY 2014-15
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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 Agmt presented to the SAUSD/CITY Joint Policy meeting on January 26, 2015. Staff will be completing the supplemental draft agreements for each site by Spring 2015.	35%	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 conduct 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. The 2015 Catalina Summer Camp has been scheduled for August 10-14, 2015. After-school 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. Registration still being accepted for Division with openings. 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; Boys Basketball and Girls Soccer on 12/13 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 youth participated in Cross Country Meet; 225 boys participated in the Flag Football Tournament; 180 girls participated in the Volleyball Tournament; 160 boys participated in the basketball tournament; and 160 girls participated in the soccer tournament. 375 boys registered in the City's Youth Sports Basketball Program. 300 boys participated in the Skills Evaluation Test	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	A plan for new web architecture will update the library homepage with an E-Library section; this section will organize all E-services in a convenient structure so that patrons can easily navigate and utilize online reference sources and electronic media. The electronic petting zoo materials are being organized for display while staff training and device procedures are being developed. Remote check out services are being offered via the online borrower registration option.	The online borrower registration option has been tested for error and is now available to users. The electronic petting zoo devices are inventoried and in the beginning stages of set up. The library management team has designated a space for the E-petting zoo. Research on local E-Libraries is being conducted and a web architecture map will be developed.	20%	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.	20%	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



City of Santa Ana

Monthly Report - January 2015

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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 on February 3, 2015. 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.	25%	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	Interviews with short-list of firms for the Community Engagement Plan scheduled for February 20, 2015. Advisory Committee to make recommendations to CC Subcommittees in March 2015. Select Community Engagement Plan Consultant. 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)	22%	FY 2013-14	FY 2015-16
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City of Santa Ana Monthly Report - January 2015

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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	Interviews with short-list of firms for the Community Engagement Plan scheduled for February 20, 2015. Advisory Committee to make recommendations to CC Subcommittees in March 2015. Select Community Engagement Plan Consultant. 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)	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
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.	45%	FY 2013-14	FY 2014-15



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
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.	40%	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.	35%	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. In partnership with Chamber, formed Economic Development Council	32%	FY 2014-15	Ongoing
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



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
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
b. Provide quarterly updates on the City's financial forecast to ensure revenues and expenditures reflect the most up-to-date information and analysis.	FMS	Francisco Gutierrez	1. Define baseline forecast and assumptions 2. Review baseline assumptions as it relates to actual revenues & expenditures 3. Make modifications to the forecast 4. Submit revised forecast to CMO for approval	Provide updated financial forecasts.	50%	FY 2013-14	Ongoing
d. Conduct an assessment of the City's debt and refinancing options to achieve savings.	FMS	Francisco Gutierrez	1. Review city's current debt & refinancing options 2. Refinance the Police Holding & Admin. Facility, Ross Annex and the Parking Structure Lease 3. Refinance 2004 water system bonds Phase II: Continue evaluation of other refinancing opportunities	Complete	100%	FY 2014-15	FY 2014-15



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
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	1. Develop a fair & equitable UUT ordinance for Council's consideration 2. Council approved ordinance 3. Prepare ordinance for voter consideration on 11/4/14	Complete	100%	FY 2013-14	FY 2013-14
b. Expand the budget and reserve policy to all funds to improve the overall fiscal health of the City.	FMS	Francisco Gutierrez	1. Identify best practices of reserve levels for internal and enterprise operations 2. Revise Fiscal Policy to reflect reserve levels 3. Submit for CMO approval	Allocate an appropriate percentage of operations to fund reserves for depts./divisions that utilize internal service, special revenue, and enterprise funds.	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	1. Compile list of methodology & calculation for full cost recovery. 2. Identify new and existing Miscellaneous Fees that can reach full-cost recovery 3. Validate existing and identify new miscellaneous fees that can reach full-cost recovery 4. Provide listings of Miscellaneous Fees to Departments for full-cost recovery recommendations 5. Incorporate into Miscellaneous Fee Schedule	Implement a Miscellaneous Fee cost-recovery plan.	10%	FY 2014-15	Ongoing
e. Ensure a citywide coordinated effort to seek grant funding through the establishment of a Grant Coordinator.	CMO	Jorge Garcia	1. Assign SMA from CMO to oversee grants throughout the organization. 2. Reinstigate 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. 9. Discussed upcoming Police, Transportation, and other grant opportunities with both state and federal advocates. 10. Meet with various non-profits related to My Brother's Keeper and discussed both potential grant opportunities for MBK and also other grants for City and Community partnerships.	Total grants awarded year-to-date to the City of Santa Ana or partner non-profits to the benefit of the City are \$14 million.	90%	FY 2014-15	Ongoing



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
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	1. Interviews with short-list of firms for the Community Engagement Plan scheduled for February 20, 2015. 2. Advisory Committee to make recommendations to CC Subcommittees in March 2015. 3. Select Community Engagement Plan Consultant. 4. Submit Community Engagement plan contract for approval 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
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	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. Expand use of video 4. Increase partnerships 5. Creating marketing plan	1. City staff has made tremendous strides to maximize outreach of existing infrastructure. Improvements to the City's website resulted in an increase of 30-40k new unique hits per month (a 30% increase). 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 & Rec. to add City communications and increase public awareness of programs in the Parks quarterly brochure 6. Partnered with SAUSD on a monthly basis to distribute City News to 40,000 additional families to increase outreach for City programs. 7. Expand use of new technologies/video with Shop Local campaign.	75%	FY 2014-15	Ongoing

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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. 11. Completed two additional monthly meetings with Police Department and Zoo Division of PRCSA. 12. Complete the recruitment and onboarding of interns in the Police Department. 	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
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



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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
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.	City has expanded partnership with SAUSD to send a monthly City News newsletter detailing information of programs and community events. City has also standardized the outreach strategy so partner agencies consistently hear of upcoming programs, events and learn of opportunities to partner. Continuing to partner with Downtown Inc. and the Santa Ana Business Council to promote business. City also implemented a business feature on the website to highlight and promote one business each month. Ongoing efforts include meeting with partner agencies to anticipate issues, facilitate information, and present partnering opportunities etc.	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.	1. Complete Draft Climate Action Plan 2. Complete EIR process 3. 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 Caraig	1. Complete Online Building Permits including Green Building and energy Efficiency measures in April, 2015 2. Continue to promote "no fee solar permit" program. 3. Streamline over-the-counter solar permit issuance. 4. Promote green building practices through Santa Ana Green Newsletter article - April Newsletter.	1. Increased number of energy efficient residential and commercial projects. 2. Increased number of solar installations. 3. Reduced plan check times for solar installation projects. A total of 360 solar installations have been completed since January 1, 2014, 52% issued over-the-counter.	68%	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	Sidney Stone	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.	New Housing Division Manager analyzing potential uses for city owned properties especially housing assets received as successor agency. RFP may be conducted later on in year for best sites. February meeting with Assemblyman Tom Daly resulted in Assemblyman Daly expressing a keen interest in parks and supporting development of parks within the City. Staff will work with Parks to investigate possible avenues to capitalize on this.	5%	FY 2013-14	Ongoing
b. Ensure compliance with the City's Housing Opportunity Ordinance by requiring rental and ownership housing projects that meet specified criteria provide a minimum of 15% affordable units.	PBA	Melanie McCann	1. Utilize in-lieu fees to develop affordable housing 2. 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	95%	FY 2013-14	Ongoing
c. Provide that Santa Ana residents, employees, artists and veterans receive priority for affordable housing created under the City's Housing Opportunity Ordinance or with City funding to the extent allowed under state law.	CDA	Sidney Stone	RFP created for use of funds specified City housing preferences.	One project identified and the city will continually stress during negotiations that City preferences must be met (for resident selection)	75%	FY 2013-14	Ongoing

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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	Meetings are being scheduled with County staff to discuss check-in center project and recommendations from the OC Commission to End Homelessness regarding their new recommendations for year-around shelter strategies and approach to wrap around services.	An update to the Public Safety Committee on the property storage/check-in center was provided on 1/27/15. Staff continues to engage stakeholders to further develop pilot project requirements and evaluate potential sites. The County of Orange indicates it will consider the issue once its incoming Board is in place and briefed on matters pertaining to homeless in the Civic Center.	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.	Architect starting development plans for Pacific Electric Park. Funding approved for the Vista del Rio Park. Working with PWA to retain architect to develop plans. Roosevelt Comm. Center architectural plans sent to DSA for plan check. Staff working to refine the site plan. Library staff working on concepts for the Library Park. Est. concept plan to be prepared by May 2015.	35%	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



City of Santa Ana Monthly Report - January 2015

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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"> 1. Continue to use volunteer program to address non-life safety violations. 2. Collaborate with the Police Department and City Attorney's Office on Medical Marijuana Enforcement. 3. Partner with Orange County Social Services to address Hoarding and other Mental Health Issues. 4. RFP for Administrative Citation Collection Services to increase collection rates 5. Continue efforts to integrate 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>	53%	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 Bylaws and begin process for Master Plan RFP development. Coordinate event for artists.	Arts and Culture Commission bylaws adopted. Master Plan RFP ad hoc committee formed and approved Master Plan RFP for Council. Council approved on February 3rd. Artist holiday mixer event held 12/18 at SARTC.	25%	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	Develop and identify arts related financing and funding opportunities for the Artist Community.	Developed grant application to fund artists	25%	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.	Will be developed during the Master Plan process.	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.	75%	FY 2013-14	FY 2014-15



City of Santa Ana

Monthly Report - January 2015

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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
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	<ol style="list-style-type: none"> Prepared the job specifications, hiring justifications and supplemental questioners for 4 Wellness Education Interns (1 Senior Admin Intern & 3 Admin Interns). The positions are already approved to proceed to hire. Recruitment for the hiring of 4 Wellness Education Interns has been approved and is underway Jerome Community Garden is open to the public on Wednesdays and Fridays from 11am to 2pm and Saturdays from 9am to 2pm 	<ol style="list-style-type: none"> Applications were reviewed and interviews were held in December. Interns are in the hiring process. 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	<p>Work with the selected consultant to determine the best approach to integrate health and wellness into Visioning Plan and General Plan Update.</p> <p>Incorporate health goals and policies into the CIP and other implementation plans that address health (General Plan, Zoning Ordinance).</p>	<p>Improved communications between Public Works, Planning Division and Parks and Recreation regarding infrastructure improvements.</p> <p>Increased access to opportunities for recreation and health identified in the General Plan and Capital Improvement Plan.</p>	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. The SOMOS event has been scheduled for November 8, 2015.	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	<ol style="list-style-type: none"> Infrastructure Inventory <ol style="list-style-type: none"> Categorization/Classification Data Collection Condition Assessment Action Plan 	<ol style="list-style-type: none"> Awareness Valuation 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	<ol style="list-style-type: none"> Define "high quality of life standard" for each asset category Assess current state 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	30%	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.	35%	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.	5%	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 as part of the 2015-16 budget.	1. Conduct IT Assessment (5-6 month process) 2. Development of Implementation Roadmap	40%	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	1. Identify best practices from neighboring Cities & Agencies 2. Identify three agencies to conduct the survey & how it will be implemented 3. Determine if an RFP will be needed 4. Create Community Survey 5. Implementation	City has completed the Employee Satisfaction Survey and is in the process of compiling & evaluating feedback. City staff has contacted neighboring cities and agencies to determine best practices for community survey. Conducted informational interviews of three vendors to gather feedback and additional best practices data. City staff will need to determine if an RFP is necessary and identify intended goals of the community survey.	40%	FY 2014-15	Ongoing
c. Conduct an annual volunteer "day of service" where City employees volunteer in the community.	CMO	Jorge Garcia	1. Established the list of working group members to discuss planning of event. Meetings will begin in mid-February to discuss.	TBD	5%	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.	Roll out of schedule is underway.	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 the Internal Communications Team, City staff has received feedback on logo, media, outreach and other policies. With feedback in mind, staff has standardized and test run outreach policy, procedure and strategy. Next steps are to present the formal policies.	50%	FY 2014-15	FY 2014-15
c. Utilize new technologies such as Facebook, Twitter, Nixle and CTV3 to interact with employees and the community.	CMO	Tanya Lyon	Next Steps include: Intranet redesign, Expanded use of video.	City has increased the use of new technologies & partnerships to dramatically increase outreach including a 500% increase in social media/Nixle outreach, a partial re-design of the City website to yield a 50% increase in monthly web views, an employee newsletter, redesigned City News, updated and improved use of the Eddie West Marquee and partnered with the SAUSD to expand the promotion of City programs in the community. Next steps include the redesign of the City Intranet and expanded use of video in the City's first Shop Local campaign.	65%	FY 2014-15	Ongoing



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d. Invest in software/resources that will help streamline the flow of information to City staff and the public.	CMO	Tanya Lyon	1. Make recommendations for digital displays, updated marketing materials 2. Expand outreach of existing promotional materials including employee newsletter, City News, Parks & Recreation brochures, Santa Ana Green, 3. Redesign Intranet	City has expanded the effectiveness of existing resources including City website, Parks & Recreation brochure, Employee newsletter, Council Chamber display case, Nixle & social media. City staff has also made recommendations for new technologies to assist in this effort. Next steps include redesign of City Intranet and working with CDA on new Marketing Materials to leverage SARTC and Chamber of Commerce.	60%	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	Next Steps include: 1. Creation of a Strategic Communications Plan 2. Better distribution and possibly marketing the City's Employee Newsletter	City has made great strides in improving communication between all levels of the organization including the web redesign, the creation of an employee newsletter for the first time in 12 years, the implementation of the City's first Employee Satisfaction Survey to get feedback. Next Steps include Intranet redesign and exploration of Transparency web apps.	40%	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. Employee newsletter implemented. Employee Survey implemented.	Improve communication through all levels of the organization.	75%	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
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



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c. Promote an innovation and efficiency program to achieve a cost savings goal of 1% and establish goals for subsequent years.	CMO	Robert Cortez	Innovation and efficiency goal was included as part of the 14/15 budget. Will promote a team of "innovation". Elements of innovation and efficiency will be provided as part of the IT Assessment. Part of 7,5a and e.	To generate an estimated \$2.1M in ongoing annual savings while enhancing service delivery and improving productivity.	40%	FY 2014-15	Ongoing
d. Encourage fully-analyzed risk taking by avoiding punitive reaction to failure.	PSA	Ed Raya	TBD	TBD	0%	FY 2014-15	Ongoing
e. Identify best practices and opportunities for process improvement and automation across City departments in order to provide effective and efficient delivery of City services to the community.	FMS	Francisco Gutierrez	1. Establish an environment that promotes innovation, creativity, & customer service 2. Implement process improvement: • Purchasing Policy • Employee Separation	Implement efficient and innovative practices and systems that will improve delivery of City services to the community.	50%	FY 2014-15	Ongoing
f. Explore opportunities to engage with outside agencies, both private and public, to share information and increase efficiencies.	CMO	Tanya Lyon	Next Steps: 1. Explore shared programming with SAUSD on CTV 3	City has developed ongoing partnerships with outside agencies in an effort to streamline communications, increase outreach, and facilitate the effective distribution of messages. Recently the City has expanded the partnership with SAUSD to deliver program information digitally. Other agencies the City has partnered with include City of Irvine, OCTA on streetcar & roadway projects & the OCWD. The result has been an increase the City's ability to forecast project pitfalls and to facilitate the distribution of information.	60%		Ongoing
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 10 supervisors in DOT "Reasonable Suspicion" Supervisor's Training.	Ensure compliance with City rules and values, increase job satisfaction and morale among employees.	65%	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 emphasize core values. Target date for training Spring 2015.	Reinforce organizational values and principal	25%	FY 2014-15	Ongoing