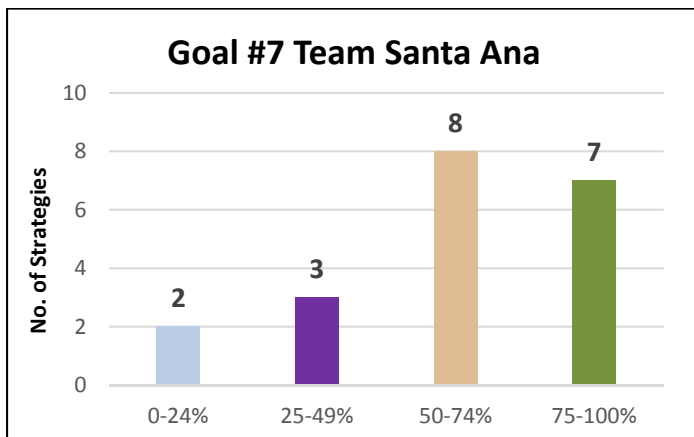
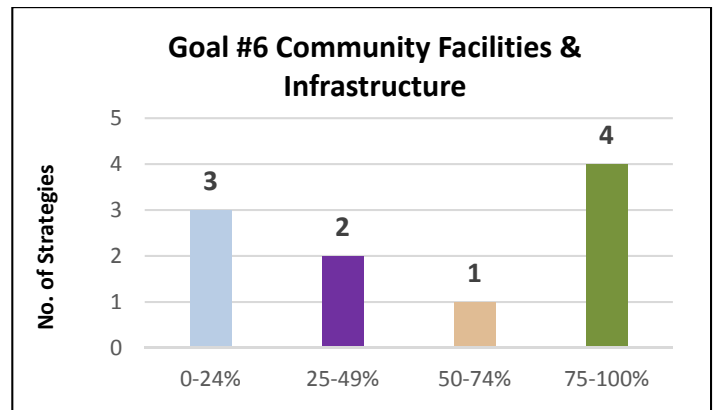
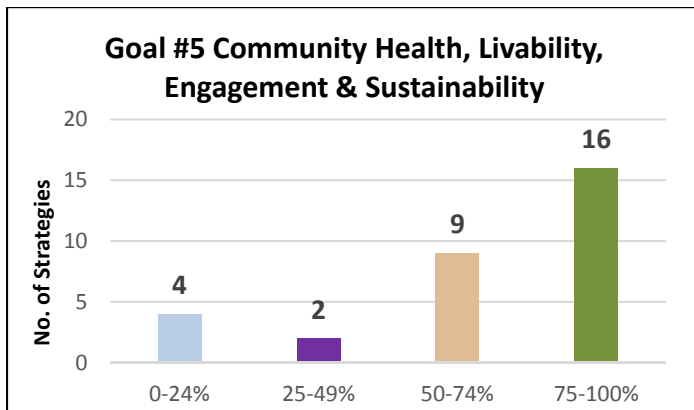
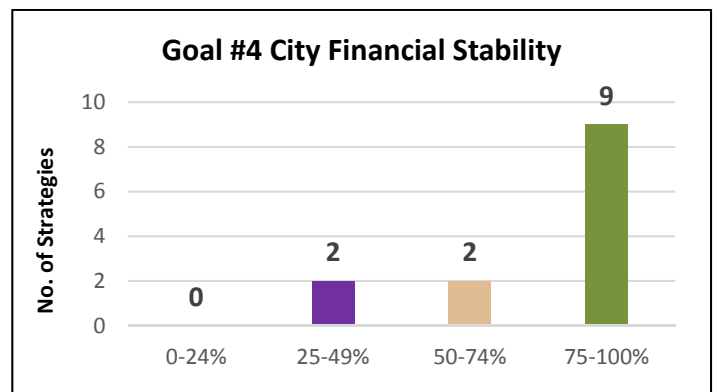
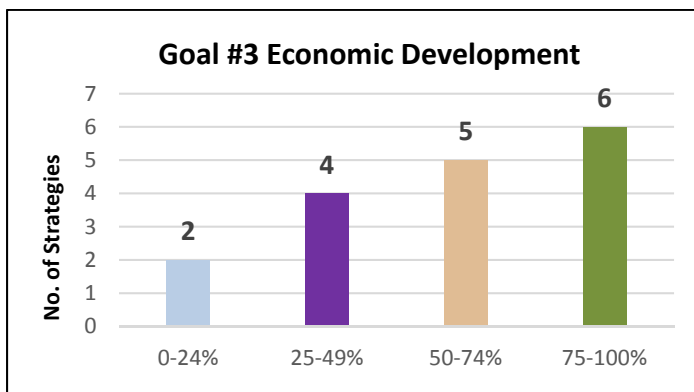
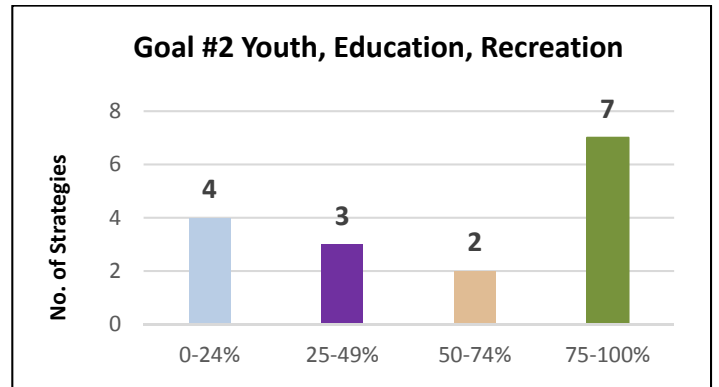
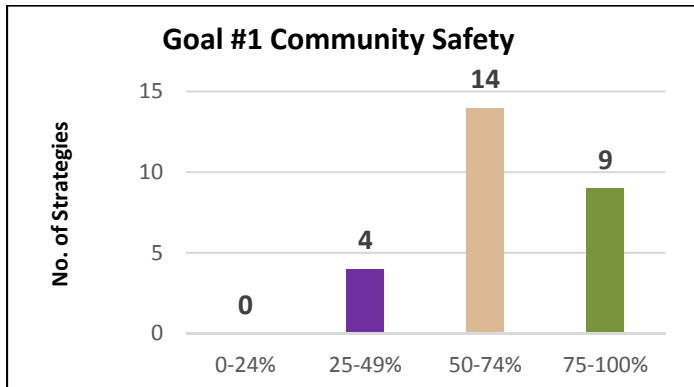


City of Santa Ana

Strategic Plan Summary - April 2016

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 - April 2016

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Strategy	Lead Dept.	Lead Staff	Tasks & Next Steps	Outcomes	% Complete	Start	End
1. Community Safety							
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	Kenneth Gominsky	<ul style="list-style-type: none"> Establish internal Committee with PD Management Network with City staff on best practices for outreach. Activity Completed. Academic Research partner to coordinate activity. Identify key stakeholders. Activity Completed. Academic Research partner to coordinate activity. Hold Community Forums. Activity Pending. Academic Research partner to coordinate activity. First forum held at Godinez High School 01-30-2016. 2nd of 5 Forums held 02-26-2015 at Forty Martyrs Armenian Apostolic Church - 5315 W McFadden. 3rd Forum held at Latino Health Access (03-30-2016). 4th Forum held at Del Hi Community Center (04-27-2016). Information shared with Academic partner. Create Survey Identify marketing strategy to ensure community engagement Selection of Research Partner. Scope of work finalized. Chapman University Earl Babbie Research Center selected, all contracts through Council and City Clerk's Office. Contract in Place. Coordinate with Federal Office of Community Oriented Policing on COPS Office Internal Department Survey. Survey to be pushed out mid-May. Survey information pushed out by Chief 05-11-2015 Survey currently in the field. Results expected from the COP's Officer August/September 2015. Survey Results returned to Chief of Police. Results returned to Chief of Police in August. Coordinate with City of Santa Ana Consultant on Community Outreach. No current City of Santa Ana Consultant. Hold Community Forums. Activity Pending. Academic Research partner to coordinate activity. First forum held at Godinez High School 01-30- 	<ul style="list-style-type: none"> Develop and Create Community Oriented Policing Survey Publish Community Oriented Policing Survey Evaluate Data from Community Oriented Policing Survey 	50%	FY 2014-2015	FY 2014-2015



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			<p>2016. 2nd of 5 Forums held 02-26-2015 at Forty Martyrs Armenian Apostolic Church - 5315 W McFadden. 3rd Forum held at Latino Health Access (03-30-2016). 4th Forum held at Del Hi Community Center (04-27-2016). Information shared with Academic partner.</p> <ul style="list-style-type: none"> • Complete Scope of Work with Consultant / Contractor • Complete Scope of Work and Contract negotiations. Submit to City Council for action based on RFCA. Approved by Council. • Receive COPS 2015 Funding. Grant Awarded to SAPD to hire 10 NEW COP Officers. Request to receive funds completed via RFCA process. • Seek City Council Approval via RFCA to enter into agreement with Consultant, Chapman University 				
<p>b. Develop a community policing plan based on community input to deliver crime prevention/ community policing/ traffic-pedestrian safety programs in a consistent and uniform manner.</p>	SAPD	Kenneth Gominsky	<ul style="list-style-type: none"> • Identify Key Stakeholders, Internal and Exterior. • Utilize Community Survey Results to Drive Analysis • Perform Internal Analysis of Current Programs and Gauge Effectiveness • Liaison with Internal and External Groups by Way of Focused Engagements. • Publish Community Policing Plan • Perform External Analysis of Current Programs and Gauge Effectiveness • Selection of Research Partner completed. Scope of Work discussion finalized. Awaiting presentation to City Management • COPS Office COP Survey to be completed. Published 05-11-2015 and evaluated by COPS Office Consultant. Results returned to the PD August/September 2015. CP-STAT results returned to SAPD. Senior Management Team Briefing pending. Analysis revealed SAPD on par with similar agencies. • Attend ongoing Community based forums to identify community themes for COP. 1st and 2nd forums held one in January (Southcoast) one in February (Westend), North East Forum held 03- 	<ul style="list-style-type: none"> • Internal review of current COP programs in ongoing. • Evaluate Results of Community Oriented Policing Survey • Develop Community Oriented Policing Plan • Publish Community Oriented Policing Plan 	50%	FY 2014-2015	FY 2015-2016



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			<p>30-2016 at Latino Health Access, Southeast (Completed), Youth (Pending).</p> <ul style="list-style-type: none"> Development of COP Calendar for 2016 ongoing. Calendar completed. Complete 2016 COP Offerings Calendar 				
c. Deliver crime prevention/community policing programs based on the community policing plan.	SAPD	Ronald Grace	<ul style="list-style-type: none"> Gave Officer Reggie Traffic Safety Presentation to Fitz Intermediate-700 Students Three PSAs filmed. Ped-safety pamphlet completed and available in police lobby. Participated in Every 15 Minutes Program. Conducted 4 bicycle safety rodeos at various locations throughout the City. Conducted numerous selected enforcement operations to target pedestrian violations and vehicle right of way violations. Re-initiated Officer Reggie Program for school year. Two Traffic Safety Presentations at Wilshire Square Neighborhood Assoc. Movie Night and Santa Ana Zoo Completed 11th Coffee with A Cop--Westfield Mall was last location. Developed a new Patrol Beat System. Participated in 9th Coffee With a COP Commander Gominsky completed RFCA for COP Survey and submitted for Council Review in November. Commander Gominsky completed a draft of a master calendar for all 2016 COP Events. Several officers, including Chief, attending Shop with a COP at Target (17th and Grand). 22 school kids were selected from various local schools to participate. Coffee with a Cop in Downtown area. Introduced new Downtown Officers. 	<ul style="list-style-type: none"> Develop positive community relations. Maintain effective communications with members of the community. Measurable success in enforcement activities. Formalized method/delivery of our community outreach efforts. 	60%	FY 2015-2016	Ongoing





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			<ul style="list-style-type: none"> • Attended 6 Neighborhood Association Meetings • Attended Comm Link Meeting • Conducted Truancy Operation in partnership with GRIP. • Delivered: 3 (Officer Reggie Presentations); 3 (Child Seat Inspections); 1 (CERT-Spanish); 3- Police Explorer meetings; 27-ride alongs; 1-Teen Academy; Comm Link; 21 NA Meetings; 8-GRIP meetings • Delivered: 3 (Officer Reggie Presentations); 2 "Be the One" High school presentations; 3 (Child Seat Inspections); 1 (CERT-Spanish);4-Police Explorer meetings; 25-ride alongs; 1-Teen Academy; Comm Link; 22 NA Meetings; 2-GRIP events 			
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<p>d. Establish and implement a plan to partner with community service organizations and other community groups to conduct awareness, intervention, and prevention of child abuse, domestic violence and driving under the influence of alcohol and/or drugs.</p>	SAPD	Stephen Colon	<ul style="list-style-type: none"> • Develop an updated Domestic Violence Pamphlet which identifies signs of Domestic Violence, prevention tools, and resources. • Partner with non-profits and community organizations to educate community members on domestic violence, sexual assault and child abuse. • Partner with Victim-Witness program to aid DV victims with follow-up resources. • Enhance field officer responses to sexual assault investigations. • Conduct parenting classes that include education on Domestic Violence, Child Abuse, internet use and responses to various juvenile behaviors. • Develop a Police Officer's reference guide to handling domestic violence incidents. • Develop a DV outreach campaign including print, video, social media • Develop a Child Abuse outreach and education plan including print, video, and social media • Develop a presentation to address Cyber Bullying and Internet Safety • Participate in Traffic Safety Fair • Develop and present Officer Reggie Traffic Safety presentations • Procure DUI traffic safety vehicle • Completed 7th DUI Checkpoint for FY 	<ul style="list-style-type: none"> • The Domestic Violence pamphlet has been completed and approved. Translations to Spanish and English complete. The documents have been printed and are now in use in Field Operations • 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. • On-going and operational. • Roll Call training conducted. • Parenting classes have been completed and others scheduled. 2 Parent Academy classes held in February 2015. 75 attendees. • Developed 1 hour officer training on child abuse investigations to be delivered during the annual Perishable Skills training. Class presentations began in Feb 2015. Topics include: protocols for "cold calls," evidence preservation and collection procedures, resources, and the importance of recording suspect/victim states. • Met with representatives from Laura's House (DV) and began discussions related to a strategic partnership • Met with CSP Domestic Violence Director Dan Gleason reference developing a PSA billboard campaign against domestic violence. Working on identifying a "best" location. • Delivered 1.5 hours of Internet Safety and Cyber Bullying training to over 100 students and children at St. Anne's Parish • Delivered 1.5 hours of training on Cyber Bullying and Internet Safety to 100+ children and parents at St. Anne's Parish. (Event #2) • Developed and distributed a Press Release in support of National Child Abuse Prevention week. • Met with senior management of the SAUSD to explore possible partnerships and training opportunities relative to child abuse and domestic violence awareness, prevention and intervention. Additional meetings scheduled. 	60%	FY 2015-2016	Ongoing
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				<ul style="list-style-type: none"> 4/13/15: Delivered Domestic Violence awareness presentation to 15 attendees at Immaculate Heart of Mary church Domestic Violence offender operations through June 30, 2015: 12 operations, 127 targets, 32 arrests Partnered with CSP to deliver Child Abuse Awareness training to 40 children/parents Developed 1 hours training block for Supervisors on investigative responses to Domestic Violence and Child Abuse. Trained 16 supervisors and 4 watch commanders on 5/27/15. Prepared and distributed a Press Release in support of June's National Internet Safety Month informing the community on steps to protect their children from Internet predators. Added a volunteer intern to the Family Crimes Unit. The intern has been re-contacting families who had called for police services regarding intimate partner violence, but where no actual violence had yet occurred. The intern offers service and resource information and checks to ensure that the situation has not escalated to violence since the police response. Attended a Domestic Violence and Sexual Assault meeting at the Mexican Consulate. This meeting was attended by local agencies and DV shelter representatives. Family Crimes detectives made several professional contacts who have agreed to collaborate with us on DV outreach and training for patrol officers. Two DUI Checkpoints were conducted (June 5 and 19). In addition, four DUI saturation patrols were completed, each consisting of multiple officers conducting DUI enforcement over the span of a weekend. Over 30 DUI arrests resulted from the saturation patrols. Family Crimes personnel initiated contact with Human Options, a domestic violence shelter for victims and their families. They toured the facility and began discussions as to how SAPD can utilize their services in the future. Family Crimes detective conducted three Domestic Violence intervention operations in July. Thirty one locations were searched and eight wanted suspects were arrested. 			
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				<ul style="list-style-type: none"> • The Family Crimes unit conducted one Domestic Violence intervention operation. Ten locations were targeted and three arrests were made. • The Family Crimes section worked with the County of Orange to enhance our working relationship. Beginning in July, Social Services agreed to assign a social worker to SAPD. This person will have a desk within the police department and will work closely with detectives. This will enhance our ability to coordinate victim services and improve the fluidity of criminal investigations. The representative will help improve efficiency by streamlining detective access to Social Service reports. • Continued to partner with representatives from the Mexican Consulate. Presented Domestic Violence related educational PowerPoint to approximately 50 community members on August 18, 2015. • Family Crimes detectives conducted three Domestic Violence Arrest Sweeps in August, targeting 15 locations and resulting in 3 arrests. • Family Crimes detectives partnered with the Santa Ana Unified School District to present at the annual Lead Learners Conference for teachers and staff. Detectives made 4 presentations on Child Abuse Awareness, Prevention and Intervention topics. A total of 129 educators attended. • Conducted 2 DV Arrest Operations -24 locations targeted. • Partnered with Community Service Programs and Mental Health Programs for a 2 hour presentation attended by 35. • Implemented the Domestic Violence Patrol Response Car program. This program involves deploying specially trained officers and detectives during weekend evenings to respond and handle domestic violence calls for service. Officers are trained to conduct detailed investigations, record statements, provide victim resources, assist victims with finding shelter, and securing emergency protective orders. • Enhanced our partnership and cooperation with the Mexican Consulate. Became a member of Voluntades of Orange County Coalition which works as a partner with the DA, other law 			
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				<p>enforcement, and community based organizations to provide services to victims of domestic violence. Participated in a Press Conference on 10/7/15 announcing the county-wide partnership.</p> <ul style="list-style-type: none"> Conducted 3 Domestic Violence Arrest Sweeps in September 2015. 17 locations were targeted. Conducted a Sex Registrant Compliance operation. 20 locations were checked. 8 locations required follow up for possible violations. DUI Saturation Patrols conducted every weekend in October resulting in 38 DUI arrests. Delivered 1 hour PowerPoint on Child Abuse to the District Attorney's office. 25 prosecutors, investigators and staff present. Round-tabled ideas as to how cases can be better prepared for prosecution. Conducted two DUI checkpoints in November resulting in 7 arrests for DUI alcohol & drugs. Conducted four DUI saturation patrols in November that resulted in 16 arrests. Members of the Special Crimes Section attended the WE CAN Child Abuse Prevention meeting and participated as members of a Task Force to discuss needs assessment and a comprehensive County-wide child abuse prevention strategy. WE CAN is coordinated by OC Social Services. Over 100 stakeholders from a variety government, community and non-profit groups were in attendance. Attended the November meeting of the Sexual Assault Response Team meeting. Sgt. Grace presented the statistical findings from a study of child abuse victims he conducted over the past year. The results will be used to help improve the understanding of the scope and nature of the child abuse in Santa Ana and the best way to respond to and prevent it. 50 people in attendance. Special Crimes Section detectives attended the inauguration of the Mexican Consulate Help Desk at the Family Justice Center. The help desk was opened to assist domestic violence victims with resources. This continues our partnership with the Mexican Consulate. 		
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				<ul style="list-style-type: none"> Completed one Domestic Violence arrest operation. Detectives targeted 5 locations and made 3 arrests. Conducted 35 Sex Registrant checks. Conducted two DUI checkpoints in December resulting in seven DUI arrests Conducted saturation patrols in December resulting in 10 DUI arrests Commander Colon, Sgt. Grace and Detectives J. Perez, A. Partida and M. Orozco attended the "We Can" coalition conference. The conference was designed to promote working groups to better coordinate services to those in need in Orange County and address any identified needs in the OC child safety net. Attendees included non-profit service organizations, social services, law enforcement, medical community, victim/community members and representatives from the DA's Office. Special Crimes Section Cpl. Javier Aceves made contact with School Director Anthony Saba of the newly built school "The Academy", located at 1901 N. Fairview Ave. Cpl. Aceves toured the school and discovered it to be a charter high school with 500 enrolled students. Cpl. Aceves provided his business card to the director as a future resource. Conducted 1 DV Arrest operation targeting 5 locations and resulting in the arrest of 3 offenders. Conducted 2 Sex Registrant operations, targeting 18 locations. Partnered with Human Options (a local community group) and prepared a grant application which was submitted to the Federal Office of Violence Against Women. If funded, the grant would support efforts to educate and support the community related to Domestic Violence. One DUI Checkpoint conducted in January resulted in three DUI Arrests DUI saturation patrols in January resulted in 22 DUI arrests Conducted 1 Domestic Violence Arrest Sweep. 4 locations, 1 arrest 			
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				<ul style="list-style-type: none"> • Detectives attended a "We Can Coalition" sub-committee meeting on 1/20/16. The group is working toward a PowerPoint presentation / training targeting different groups who deal with Child Abuse such as Law Enforcement, Medical profession, Educators and Social Workers. • Met with representative from Human Options. Developed plan to collaborate on a grant submission to the Office on Violence Against Woman. Next steps: Work with City Hall for their support, put plan into writing, complete grant paperwork and submission process. • DUI Checkpoint resulted in five DUI arrests. • Four DUI saturation patrols conducted throughout the month resulted in 15 DUI arrests. • One DUI checkpoint in April resulted in 5 DUI Arrests and DUI Saturation Patrols resulted in 22 DUI arrests. 			
<p>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).</p>	SAPD	Ruben Ibarra	<ul style="list-style-type: none"> • Police Dept., Public Works and the City PIO have met to discuss and formalize a unified response. • Developed protocol to meet quarterly with representatives from other city departments, School Officials, School Police, and SAPD. • Develop a unified education component involving traffic safety for respective elementary, Jr. High, and High School grade levels. • Conducted 2nd Traffic Safety-Bike Rodeo of the year. Awarded 115 helmets to young kids. Over 300 adults and children attend event at Monte Vista Elementary. • The Pedestrian & Bike Safety Committee partnered with SAUSD to implement our first Pedestrian & Bicycle Safety PSA Contest. The contest is designed to bring awareness to important issues: Drive with care-walk aware; Leave sooner, drive slower-live longer and be safe. Be smart. Be seen. Make sure drivers see you. • In partnership with the School District, our first Pedestrian & Bicycle Safety PSA Contest designed to bring awareness and highlighting driving with care, walking aware, leaving sooner, driving slower and living longer etc. The City's 	<ul style="list-style-type: none"> • Educate our youth about the dangers of traffic related dangers and provide them with an opportunity to stay safe. • Establish a strong and effective communication collaboration with City, PD, and SAUSD. • Develop strategies to reduce traffic related incidents involving school children. • Establish a consistent education curriculum for all three levels of educations (Elementary, Jr. High, and High School) • Conducted Traffic Safety Task force meeting with School District, School Police, Public Works, and Traffic Engineering, • Attended several Neighborhood Association meetings in November to discuss traffic/parking issues. On-going meetings/discussions with School Police, Public Works, and Traffic Engineering, in response to community complaints regarding traffic issues city wide. • City received \$100,000 OTS Grant to address bicycle safety through a series of bicycle safety education workshops. Grant administered by PW 	100%	FY 2014-2015	Ongoing



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			<p>Pedestrian & Bike Safety Committee were involved in the development of the themes. A joint press release with the school was released. The winners of the contest will have the opportunity to have their artwork showcased throughout the City of Santa Ana bus shelters as grand prize winners.</p> <ul style="list-style-type: none"> National Alliance for Youth Development-Motivational Media conducted an assembly at Segerstrom H.S. on Traffic Safety, and other topics related to H.S. kids. Approximately 400 incoming freshman attended the presentation during their orientation. City Traffic Safety Committee and Public Works Director met with Nelson-Nygaard. The company was recently awarded a \$280,000 contract to evaluate citywide traffic safety. The intent of the Safe Mobility Santa Ana (SMSA) plan is to analyze traffic collisions, identify contributing factors or patterns, recommend improvements, develop cost estimates, prioritize recommended improvements. The report will also provide data to allow for evidence based policing. Scheduled a Quarterly meeting for August Conducted 3rd Traffic Safety Task force meeting with School District and School Police. Public Works, Traffic Engineering, OCTA Rep were all in attendance. 	<ul style="list-style-type: none"> Pedestrian Safety Task Force had their bi-monthly meeting to discuss current issues and upcoming events. Reviewed Safe Mobility Santa Ana (SMSA) Draft Plan with other Task Force Members Met with Dr. Guerra from SAUSD (and Task Force Member) to discuss expansion of Police Department's education program in all schools within the District. With assistance of Task Force members, the SAPD was able to connect with Middle University and provide a "Be The One" presentation to approximately 500 students. With assistance of Task Force members, the SAPD was able to connect with Nova Academy and provide a "Be The One" presentation to approximately 400 students. Next Task Force meeting set for May. "Be The One" High School presentation was set for May at Segerstrom and cancelled. Attempting to reschedule. 			
<p>f. Enhance the Police Department's community policing philosophy to balance both traditional policing and problem solving strategies to address and reduce violent, property and gang related crimes.</p>	<p>SAPD</p>	<p>Eric Paulson</p>	<ul style="list-style-type: none"> Collaborate with Command Staff & Supervisor from CAP, District Investigations, and Field Ops - Directed to determine existing philosophies/strategies. Seek input from non-profit organizations. Research local & national problem solving strategies. Create a visual model for education, prevention and enforcement/community engagement programs. Begin preparing rough draft of strategy model. Develop prevention program targeting at-risk youth. Restructure Homicide Section creating a Gang Homicide Team within the section. 	<ul style="list-style-type: none"> Identify the appropriate stakeholders from each Bureau, Division, and Unit. Identify non-profit organizations as potential stakeholders. Begin research on local and national problem solving strategies. Met with CMDR Franks and CMDR Colon and received input for existing education, prevention, and enforcement programs. Partnering agency with Gang Reduction Intervention Partnership (GRIP) Prepared and submitted a recommendation to restructure the Homicide Section creating a Gang Homicide Team. Attended four Promise Zone meetings. 	<p>70%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>



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			<ul style="list-style-type: none"> Provide on-going law enforcement support to Promise Zone Team. Research available non-profit/NGO prevention, intervention and re-entry programs to assist in reducing violent and, or gang-related crime. Research existing after school/prevention programs for ANY child (non specific to "at-risk"). Meet with Orange County Probation to research impact of AB109 and PRCS specific to Santa Ana. Discuss programs offered by Probation to assist with the reduction of violent/gang-related criminal behavior. Attended weekly Promise Zone meetings for continuous evaluation of restorative justice/diversion programs. Meet with SAPD Detective A. Gonzalez to discuss various programs in support of restorative justice/diversion. Gang Suppression Unit personnel participate in community sponsored events. Provide education/awareness to businesses, government officials, educators, non-profit organizations on gang culture, crime, enforcement, and impact on quality of life. Apply for Edward J. Byrne JAG funding. Obtain and maintain injunction(s) in an attempt to reduce gang-related crime in designated Safety Zone(s). Establish high-visibility patrol/gang enforcement in the Townsend Safety Zone on an OT basis. Evaluate current interview/interrogation training and determine industry best practices. Research physical security options to assist in the mitigation/prevention of violent crime (lighting, cameras, etc.). Coordinate with Orange County District Attorney's Office to confirm industry-best practices regarding evidence, specifically DNA. Conduct training on DNA technology, collection, and procedures. 	<ul style="list-style-type: none"> Attended Resource Network Steering Committee meeting. Attended meeting with CMDR Colon along with the California Endowment, Project Kinship (Steven Lee) and Boys & Men of Color (Abraham Medina). Continue to communicate with CMDR Colon re: his SP and collaborate when possible. Santa Ana Police Athletic and Activity League identified as an after school/prevention program for ANY child. Identified existing non-profit/faith-based groups to support strategies. Identified that national programs are labor intensive and will require too much time to incorporate. Attended two Promise Zone meetings in support of Community Development Agency's goal of obtaining federal Promise Zone designation. Restructuring of CAP/Homicide Section approved by SMT. Team of four homicide detectives and three assault detectives will be dedicated to investigating gang-related cases only. Attended weekly Promise Zone meetings. Continued discussions w/group pertaining to non-criminal, juvenile diversion program. Promise Zone team members to meet with Orange County Probation to discuss impact of AB109 and research PRCS data specific to Santa Ana. Will also discuss progressive programs in an effort to reduce violent/gang-related crime. Promise Zone Team supports restorative justice/diversion model proposed by SAPD. Met with DET A. Gonzalez and discussed pros/cons of various programs. SAPD referred parent to Project Kinship - no update on status. Received and reviewed study from The National Reentry Resource Center re: measurement of juvenile recidivism data to shape policy. Gang Suppression Personnel participated in National Night Out, Emergency Preparedness 			
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			<ul style="list-style-type: none"> Meet with non-profits to discuss prevention, education, and wrap-around services outreach. Seek opportunities to improve physical security in high-crime areas. Discuss rehabilitation programs offered through Orange County Probation and determine if the programs can be implemented in Santa Ana PZ. Meet with Orange County Probation and determine if existing programs (reentry) can be applied/used in PZ. Meet with OCDA Office to discuss GRIP's inclusion into the Promise Strategy (finalize agreement). Meet with OC Probation to discuss WRAPAROUND's inclusion into the Promise Zone strategy (finalize agreement). Attend webinar hosted by Adventos to Better Pro-Active Crime Reduction Results During Un-Committed Time. Meet with Community Service Programs, Inc. and determine if they have restorative justice programs. Met with CSP regarding restorative justice programs. Meet with Community Service Programs, Inc. (CSP) to determine if their wraparound services are consistent with OC Health Program. Proactive enforcement/programs utilizing media to educate/inform the community regarding increase in gang-related violent crime. Participate in Citizen Academy (CAP Division & SWAT) Cross-bureau and intra-bureau enforcement operations to reduce violent gang-related crime. Met with United States Attorney's Office to seek assistance with federal prosecution of violent recidivists. System established for communication and teamwork with SAPD, OCDA, and USAO. Develop a short-term plan to address the increased case load as a result of the increase in violent crime during the first quarter of 2016. 	<p>Expo, and non-enforcement foot beats in five TARGET gang territories.</p> <ul style="list-style-type: none"> Gang Suppression Detective presented the Orange County Grand Jury with an overview/education on SAPD Investigations Bureau organizational structure, duties and responsibilities, gang law/theory, gang culture, and the impact of gangs on society. Proposed Promise Zone geographical area changed. New territory will incorporate Santa Nita and Townsend Street Safety Zones. Garden Grove Police Department, Orange County District Attorney, and Orange County Probation contacts established. Received Edward J. Byrne JAG funding for FY15-16. Santa Nita and Townsend injunctions granted and Safety Zones established/maintained. Conducted high visibility enforcement/patrol in Townsend during Gang Suppression non-work days. Established OCDA contact for interview/interrogation discussion. Researched alternative training possibly being used by other law enforcement agencies for interview/interrogation. Located/determined allied agency using innovative training opportunities. Continue evaluation. Met with Field Operations to coordinate/confirm crime prevention (physical measures) are actively being vetted. Will follow-up in December to obtain update. Coordinated training with OCDA Crime Lab (DNA). Met with Orange County Probation and discussed reentry/prevention programs offered through OCPD. Further discussion with OCPD program coordinator scheduled. OCDA and SAPD personnel conducted Rapid DNA training. Met with CMDR Gominsky and confirmed installation of improved lighting equipment/poles in the Townsend Street area. 			
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City of Santa Ana Monthly Report - April 2016

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				<ul style="list-style-type: none"> • Confirmed OCDA's commitment for inclusion into the PZ strategy. Met with OCDA supervision/management and collected program data/existing outcomes. • Submitted PZ strategy to include restorative justice, diversion, Peer Court, and Restitution programs to keep juvenile offenders out of custody. • Submitted Promise Zone strategy to include CSP WRAPAROUND services for at-risk families. • Conducted Probation/Parole sweep utilizing media (Telemundo) to enhance our communication to the public regarding increased violent gang-related crime. Several arrests and firearm seizures. • Investigations Bureau detectives completed enhanced/industry best practice interview/interrogation training. • Cross-bureau enforcement operation resulting in seizure of firearms & arrests of criminal street gang members. JAG funding utilized. • Cross-bureau enforcement operation resulting in seizure of firearms & arrests of criminal street gang members. JAG funding utilized. • Cross-bureau enforcement operation resulting in seizure of firearms & arrests of criminal street gang members. JAG funding utilized. • Gang suppression enforcement utilizing JAG funding. • Gang Unit participated in Santa Ana GRIP Soccer Camp @ Valley HS. • Identified and submitted a Federal adoption case for review. • Began recruitment for Violent Crime Reduction Plan (increase in CAP-related caseloads) 			
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<p>g. Participate and collaborate with government agencies and community groups to assist in reducing criminal behavior and providing resources for the homeless population.</p>	<p>SAPD</p>	<p>Ruben Ibarra</p>	<ul style="list-style-type: none"> • Met with Civic Center Security Committee (collaboration of County Officials, PD and Public Works). • Identified a new 501c3 program that can assist HEART program or other officers with providing homeless individuals necessary resources. • Met with County to develop a plan so County Health Care/Mental Health Employees can ride with Civic Center Patrol and assist with identifying individuals with mental health issues and provide adequate resources or appropriate assistance. • Completed CDBG and ESG Grant for 2015/16 to continue HEART Program • Conducted a lunch-n-listen session with county employees to discuss issues in the Civic Center. • Received Grant Funding from ESG and CDBG for Fiscal year 2015/16 for homeless outreach. • Gave a safety presentation, that included how to deal with homeless that are mentally ill, to City Hall employees. Approx. 30 employees participated. Risk Management facilitated the presentation. • Received CDBG funding for FY 2015/2016. • Research the possibility of procuring a text messaging service to send text message notifications to employees to inform them of incidents in the CC. This would be an optional feature for employees. Vendors such as Nixle and Blackboard have been contacted. <p>Met with Blackboard vendor do discuss their communication product</p> <ul style="list-style-type: none"> • County Employee Safety Presentation on Civic Center awareness. • County and SAPD Met with Blackboard vendor to review their notification system that will be used in Civic Center • Improve communication for homeless to better understand how to pick up recovered property. • Attended 2nd ACC-OC Homelessness OC Task Force meeting. Designed to bring various city leaders, non-profits, and stakeholders to identify best practices and help reduce homelessness. 	<ul style="list-style-type: none"> • Provide a safer environment for homeless, employees, and visitors in the Civic Center. • Build a strong communication collaboration with employees, and government entities. • Assist individuals through the HEART Program with finding stable housing by pairing individuals with available resources throughout the County. • Develop an improved network/notification system for employees to receive current information regarding the Civic Center area • Extend HEART program to other areas that have seen an increase in homeless activity. • Created Civic Center Notification System utilizing Nixle. Will allow communication to employees in the Civic Center regarding a variety of activity. 	<p style="text-align: center;">63%</p>	<p style="text-align: center;">FY 2014-2015</p>	<p style="text-align: center;">Ongoing</p>
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			<ul style="list-style-type: none"> City Staff presented a Mobile Check-in Center plan to the Civic Center Authority for funding approval. The plan was unanimously approved. Due to emergency shelter being approved at OCTA building, the mobile Check-in Center will be relocated from Ross Street to the OCTA Building. Attended 3rd ACC-OC Homelessness OC Task Force meeting. Designed to bring various city leaders, non-profits, and stakeholders to identify best practices and help reduce homelessness. 				
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	<ul style="list-style-type: none"> Conduct research on programs that can be implemented at the Santa Ana Jail. Met with various non-profit organizations who want to assist with the Restorative Justice initiative. Awaiting a response from DA's Office and APD to discuss the feasibility. Summary document to be created to list those organizations and details regarding what services they offer as it relates to this project. Meeting with DA's office, Probation and Santa Ana PD is still pending. National Council on Crime and Delinquency(NCCD) will be offering assistance to locate possible funding sources for RJ in Santa Ana. Introduced Restorative Justice plan to DA's Office personnel and Public Defender's Office Personnel. OC Probation has offered to assist with vetting process for community collaborators seeking to be included in RJ program proposal. Continued discussions with agency partners is still needed before pilot program can be fully outlined for consideration. Restorative Justice program framework still being discussed and considered by stakeholders. Vetting process ongoing for non-profit organizations available to assist with diversion and restorative justice programs. Police Department personnel are reviewing Restorative Justice parameters and defining options that will be further discussed and considered with agency partners in the coming weeks. Meeting with non-profit counseling and mediation organizations who are available to assist with Restorative Justice and youth diversion programs. 	<ul style="list-style-type: none"> Jail Admin has met with Orange County Department of Education to discuss possible options. Gathering all researched information and identifying several organizations that currently work with the City as it relates to diversionary programs and Restorative Justice initiatives. Met with OC Probation to discuss framework for Restorative Justice pilot for Santa Ana. Meeting with DAs Office and Juvenile Court personnel still pending. Members assigned to this objective continue to meet and reach out to various non-profit organizations. The current task is to identify those agencies that are able to provide assistance to juvenile offenders or high-risk youth and their parents through referrals from the Police Department. Detectives assigned to research and identify potential partners to achieve this objective are developing the framework to be submitted to the City for consideration. Met with representatives of the non-profit Orange County Bar Foundation to discuss increasing referrals to the Shortstop Diversion program to include municipal code violators, and non-criminal offenders (incorrigible youth). The Foundation provided additional resource information to our personnel and will begin accepting referrals for a wider range of offenders immediately. Additional programs will be under development. Met with Impact Justice and OC Probation Personnel to continue with Restorative Justice framework. OC Probation will be hosting a 	55%	FY 2014-2015	Ongoing



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			<ul style="list-style-type: none"> Participate in meetings with Juv. Court, OC Probation, non-profit organizations and OC District Attorney's office for Restorative Justice framework. 	<p>meeting for members of the DAs Office and Public Defender's Office and SAPD to submit criteria for qualifying offenses that would be considered for Restorative Justice pilot program. Police Department will have an opportunity to review and discuss those recommendations with both agencies. California Endowment confirmed some funding through local non-profit organization is available.</p> <ul style="list-style-type: none"> During May 2015, 24 juveniles were diverted to alternative justice programs. Deputy Chief McGeachy and JA Holland met with local systems stakeholders regarding the framework of the Restorative Justice program. Follow-up meeting scheduled for June 7, 2016. 			
<p>i. Enhance public safety efforts by improving our employee retention efforts and actively seeking a diverse and talented pool of public safety candidates who possess the values and skills consistent with organizational goals.</p>	SAPD	Robert Carroll	<ul style="list-style-type: none"> Subcommittee has been developed to identify best practices and improve processes. Implemented continuous recruitment of Police Officer positions. Developed stronger recruitment web presence. Updated departmental recruitment materials. Worked with Department Psychologist to complete new officer profile. Identified funding for recruitment activities. Finalize recruitment materials, including recruitment video. Continue to evaluate ways to enhance Web presence. Identify outreach team and develop outreach calendar. Train MuniTemps employees to handle PD recruitments. Improve our processes related to employee certs and employee medicals. Beginning work on recruitment website to provide up to date information on the Police Department to prospective applicants Complete transition to OCCUMED for medical exams. All scheduling and notifications will be 	<ul style="list-style-type: none"> Recruitment subcommittee continues to meet regularly. Began process of updating recruitment materials, including recruitment video. Instituted continuous recruitments, which allow qualified applicants to apply at any time. Finalized and printed new Police Officer job flyer. Attending job fairs and community events regularly to actively recruit. Re-established relationships with Criminal Justice Programs. 	80%	FY 2014-2015	Ongoing



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			<p>done electronically, therefore, the process should become more efficient and timely.</p> <ul style="list-style-type: none"> Beginning implementation of Neogov electronic certification process. Therefore, the process flow should become more efficient and timely. New recruitment website is now active. JoinSantaAnaPD.com Issued RFQ for Police Officer Marketing and Advertising. Completed evaluation process to select a vendor. Beginning contract negotiation. 				
<p>j. Partner with downtown business and merchant associations to enhance security measures and provide a safe environment (e.g. video surveillance, additional security and police efforts, etc.)</p>	SAPD	Kenneth Gominsky	<ul style="list-style-type: none"> Network with City Staff to Determine Needs Assessment. Coordinate with Downtown Stakeholders for Needs Assessment. Needs assessment reviewed and outlined in proposed scope of work. Work with Outside Contractor to Identify Possible Security Upgrades (Cameras) and Possibilities for Deployments. Review Needs Assessments with all Parties. Create Road Map for Implementation. Implementation pending. Contract amendment to add additional items working through process currently. Project implementation meetings scheduled for February 2016. Preliminary Meetings with City Stakeholders Completed. Video Needs Assessment Received and Evaluated Finalize Procurement Strategy. Strategy completed, procurement document completion and processing currently moving forward. Internal procurement documents in final process for submission. Completed Receive Council approval for project via RFCA and begin project. Create 2016 COP Event Calendar Install Downtown Public Safety Enhancement Program. Contracts completed. Contractor working with City to get permits. Final Engineering has begun. Procurement by contractor started. Contract is in place installation to begin shortly. 	<ul style="list-style-type: none"> Enhance Downtown Security Through the Use of Video Enhance Downtown Security Through Increased Law Enforcement Presence and Activity in the Area Increased Security Capabilities for the Downtown Area 	50%	FY 2013-2014	FY 2014-2015



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			<p>Permits are in the process of being pulled for construction. Equipment ordered and awaiting delivery.</p> <ul style="list-style-type: none"> 4 Downtown Officers have been assigned and are currently working in the Downtown. 				
2. Broaden communications, information sharing and community awareness of public safety activities.							
<p>a. Purchase and implement a new integrated software system for the Police Department to improve productivity and increase efficiencies and transparency.</p>	SAPD	Boris Duran	<ul style="list-style-type: none"> The police department completed the business case, issued an RFP, received proposals, formed a selection committee and have narrowed the list down to two final vendors. Site visits are being conducted and the committee hopes to have a final vendor chosen by October. The department will then enter contract negotiations and begin the conversion process, which is expected to take 18 months to two years. Negotiate an Agreement: The Police Department selected TriTech Software Systems as its vendor of choice for its new CAD/RMS system. We have received the vendor's standard contracts and forwarded them to the CAO so that Sr. Asst. City Attorney Rossini can get familiar with their preferred language. We will be working with the vendor over the next few months to develop an agreement that accurately describes the City's expectations as well as the costs associated with the goods and services they will provide. Update: We have concluded negotiations with TriTech and are now working with the City Manager's office as well as Finance and City IT to prepare the agreement for Council consideration. Update: The agreement was approved by Council on Nov. 17, 2015 and is currently being signed by the appropriate parties. Update: The agreement has been signed and is in effect. The system implementation process is now underway. Gap and Fit Analysis: Now that the Department has selected a vendor, we must now take a detailed inventory of the features, functions, and interfaces that the new system must provide. This analysis must be complete prior to the actual agreement discussions so we can clearly communicate what requirements we have. The Department is looking into expanding the role of the consulting firm we have been using throughout this process to perform the analysis. <p>UPDATE:</p>	<ul style="list-style-type: none"> TriTech Software Systems selected as the City's preferred vendor. RFCA for Council consideration expected in the spring. Implementation expected to begin in the summer. <p>UPDATE: In order to adequately protect the City's interests, additional time and effort is required to develop the agreement before presenting it to Council. Therefore, the agreement will be presented to Council in the fall and implementation will begin shortly thereafter.</p> <ul style="list-style-type: none"> The Department selected TriTech Software Solutions as its preferred vendor. The negotiated contract was approved by City Council. 	40%	FY 2014-2015	Ongoing



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			<p>The Gap and Fit analysis has been completed and has been forwarded to the vendor, TriTech, to see how their system can meet the identified needs. Once the Department receives their response, alternative strategies will need to be developed to address any needs that will not be met by TriTech's offered solution.</p> <ul style="list-style-type: none"> CAD implementation: The CAD system implementation has begun. This portion of the new Integrated Software system is expected to go live in November 2016. 				
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	Jose Gonzalez	<ul style="list-style-type: none"> New social media vehicles (i.e., Instagram, etc.) have been implemented and existing ones improved to facilitate communication with external stakeholders. Update of PD website to allow easier communication with PD. Added Command staff photos and contact information to Department website to facilitate enhanced communication with community. Bio information on the Chief, 3 Deputy Chiefs, and Jail Administrator added to the department website. 	<ul style="list-style-type: none"> Increased social media footprint by tripling (approx.) the amount of social media releases. Management Team compiled revisions for PD website to increase communication with public (given to City IT - awaiting implementation). Developing a comprehensive social media plan for PD. 	35%	FY 2014-2015	Ongoing
c. Purchase and install new in-car computers in patrol vehicles to facilitate enhanced information sharing and timely police response.	SAPD	Jeff Smith	<ul style="list-style-type: none"> Gathered information from local agencies on potential consultants to help with the research and implementation of the project. Subcommittee members identified and briefed on committee goals. The Committee will be meeting in October to establish RFQ for consultant. Consultant will assist with development of RFP and specifications. The Committee has drafted an RFP for the consultant that will be used to select, test and purchase new MDC units. The RFP is in the final stages of review and should be released by early April. Committee will be managing project and new tasks have been assigned. During September, Committee members reviewed two potential products for consideration. Final product specifications are being evaluated and established. Committee members met and narrowed the scope for product specifics and functionality. Several 	<ul style="list-style-type: none"> Attended several vendor demonstrations regarding potential designs. Identified funding. The Committee has drafted an RFP for the consultant that will be used to select, test and purchase new MDC units. The RFP is in the final stages of review and should be released by early April. The RFP for the MDC consultant has been released. The RFP did not result in any bidders for the consultant position. Currently working to identify potential consultants. The integrated software consultant is preparing a proposal for consideration. Integrated software consultant's proposal was not cost effective. PD will be managing this project without the benefit of a consultant and new tasks have been assigned to committee members to begin moving the project forward. 	60%	FY 2014-2015	FY 2015-2016



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			<p>members attended the COPSWEST Training and Exposition tradeshow to view the selection of potential products.</p> <ul style="list-style-type: none"> An agreement to acquire test equipment has been written and is currently under review. Fleet Services has been contacted and agreed to install the test units and associated equipment. PD Computer Services personnel will be contacting the manufacturer to obtain the demo equipment. The equipment loan agreement was submitted to the manufacturer. We are waiting for approval and delivery of test equipment. The demonstration MDC units have arrived from the manufacturer. Personnel from Information Systems have started programing both test units for field testing. Personnel from Information Systems are continuing to program and test units for field testing. The test unit, utilizing an internal modem, has been installed in a patrol unit and will begin field testing 5/04/16. The unit using the hotspot configuration is being configured and installed in a patrol unit this week. Field testing for this unit will commence directly after installation is complete. 	<ul style="list-style-type: none"> Committee has researched similar RFP's from other agencies and has met with several potential vendors to examine current technology options. After researching several potential computer systems and companies, one brand and model has been selected for a "hands on" evaluation. Team members are currently coordinating with the manufacturer for the use of a demonstration unit. Upon acquisition, the unit will be programmed, in-house tested and installed in a patrol unit for field testing. Upon agreement approval and acceptance test equipment will be acquired and loaded with the required media. After in-house testing City Yard personnel will install two units in police cars for field testing. The MDC demonstration agreement was reviewed and approved by the CAO. Upon contract approval and equipment delivery, Computer Services will prepare the equipment; computer, modem, and antenna for patrol unit installation and in-field testing. Once programmed, one demonstration unit will be tested using the Hotspot configuration. The second unit will be tested using an internal modem. Field testing should commence in March. 			
<p>d. Expand Community awareness of Public Safety activities, programs and services that focus on risk reduction (smoke alarms, water safety, pedestrian safety, fire safety/prevention).</p>	<p>SAPD</p>	<p>Jason Viramontes</p>	<ul style="list-style-type: none"> Formulate a budget to be able to use multi-media resources to promote program. Develop a group of team members from various divisions within the Police Department. Create a partnership with OCFA for expansion of the program. Identify community groups to target for the dissemination of information. Deliver information to target groups and media outlets. continue collaboration with the OCFA in the identification of venues and platforms, including social media, whereby specific public safety programs as designated by the Chief of Police can be promoted by each respective department. 	<ul style="list-style-type: none"> Budget is currently being researched. Prospective team members have been identified. Budget meeting with Robert Carroll 10/06/14 Mid-level supervisors have been selected Committee selection in progress Selected topics for monthly dissemination of information is being researched 	<p align="center">35%</p>	<p align="center">FY 2014-2015</p>	<p align="center">Ongoing</p>





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			<ul style="list-style-type: none"> • A meeting has been set up with Division Chief Devin Leonard and Division Chief Dave Anderson to continue to foster inter-department collaboration on this component of the strategic plan, and to bring newly assigned DC Anderson on board with the project as he assumes DC Leonard's duties this month. • The OCFA has now committed a large portion of their web site to the collection of a large amount of multi-media videos and announcements with a focus on risk reduction. These include water safety, fire safety, and the importance of smoke alarms. I am currently researching the opportunity and ability to use OCFA's risk reduction programs and information directly on the SAPD website. The traffic division has recently completed a lot of work on multiple risk reduction programs including the following: Creation of task force between the Police Department, Public Works and the Santa Ana Unified School District to increase community outreach- emphasis on traffic/pedestrian/bicycle safety Three quarterly meetings conducted Bike rodeo- Free helmets for more than 100 kids School assembly at Segerstrom High School National Alliance for Youth Development-Traffic Safety- 400 kids in attendance Pedestrian and Bike Safety PSA contest Safe Mobility Santa Ana Nelson-Nygaard study - \$280,000 study on traffic collisions. 			
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<p>e. Update the City's Emergency Operation Center (EOC) emergency preparedness plan to include a community evacuation strategy to respond to natural disasters.</p>	<p>SAPD</p>	<p>Kenneth Gominsky</p>	<ul style="list-style-type: none"> • Hire full time City Emergency Operations Coordinator • Perform needs assessment based on review of current plans. • Direct EM to engage internal and external stakeholders. Activity is ongoing. Core Stakeholder group selected for Citywide coordination and training. Internal Stakeholder Meetings to modernize plans have begun and are ongoing. Updates to EM General Plan ongoing • Refresh/update plan. • Evaluate all City of Santa Ana Emergency Plans • Create Priority List for Updating Emergency Plans and EOC Activities • Offer CERT Program and Associated Training. First classes offered in June 2015. First CERT Class Completed. Planning for 2nd class has begun. Funds allocated for sustainment of CERT Program. 3rd Class in progress as March 2016 • Second CERT Class. Agreement with OCFA to provide shortened CERT Class to meet community members time constraints. Second Class Pending. • First Santa Ana Emergency Preparedness Day Event Held • As part of National Preparedness Month, The City of Santa Ana performed a test of the AlertOC Emergency notification system on 09-24-2015. The department successfully delivered over 31,000 messages in less than an hour. The exercise which was performed in English and Spanish, tested our ability to deliver emergency notifications to Santa Ana residents during a disaster. • El Nino Response plan published • Update the City of Santa Ana Municipal Code regarding Emergency Management. Review on going within City Hall. Draft being reviewed by City Attorney's Office 	<ul style="list-style-type: none"> • Update the City of Santa Ana's Emergency Operations Center • Update the City of Santa Ana's Emergency Preparedness Plan • Update the City of Santa Ana's Evacuation Strategy 	<p style="text-align: center;">50%</p>	<p style="text-align: center;">FY 2014-2015</p>	<p style="text-align: center;">Ongoing</p>
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<p>f. Partner with emergency assistance and disaster relief organizations to promote community awareness of emergency preparedness (e.g. citywide community preparedness day).</p>	<p>SAPD</p>	<p>Kenneth Gominsky</p>	<ul style="list-style-type: none"> • Hire full time City Emergency Manager. • Perform Needs Assessment Pertaining to Capabilities of Partnering Agencies. Needs assessment completed, Core EOC group selected and currently performing work to update plans. • Connect with Internal and External Stakeholders to Identify Best Practices. • Begin Planning of Community Preparedness Day. Planning Completed "City of Santa Ana Emergency Preparedness Expo" to occur in conjunction with Santa Ana 5k Run on 08-29-2015 between 9:00am and 2:00pm. Event completed and well attended. Preparations for 2nd Annual event are ongoing. • Community Preparedness Day Slated for August 29,2015, Downtown between 9:00 am and 2:00 pm. • Offer CERT Program and training. Training and Program re-initiates June 2015. First CERT Class completed. Second CERT Class Completed. Most Recent CERT Class began in February 2016, will complete in mid-March • As part of National Preparedness Month, The City of Santa Ana performed a test of the AlertOC Emergency notification system on 09-24-2015. The department successfully delivered over 31,000 messages in less than an hour. The exercise which was performed in English and Spanish, tested our ability to deliver emergency notifications to Santa Ana residents during a disaster. • Participate in the "Great Shakeout" 	<ul style="list-style-type: none"> • Partner with Emergency Assistance Organizations to Promote Community Awareness of Emergency Preparedness • Partner with Disaster Relief Organizations to Promote Community Awareness of Emergency Preparedness • Hold Emergency Preparedness and Disaster Relief Awareness Day in Santa Ana • Preparedness Pavilion to occur in conjunction with Santa Ana 5K Plaza Wellness event. 	<p style="text-align: center;">55%</p>	<p style="text-align: center;">FY 2014-2015</p>	<p style="text-align: center;">Ongoing</p>
<p>3. Promote fiscal accountability to ensure financial responsibility at all levels of the organization.</p>							



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<p>a. Continuously evaluate and assess the fiscal aspect of service delivery to ensure that the Police Department provides programs and services efficiently and effectively.</p>	SAPD	Robert Carroll	<ul style="list-style-type: none"> • 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. • Continue to document uses of funds to help support the efficient use of funds at the PD. • Develop spending plans to document how programs are funded and establish timelines. • Contract expiration dates and insurance expiration dates are monitored on a monthly basis. • Budget activity details were created as part of the FY 2015-16 budget process. • Command staff continues to work on spending plans. • Developed budget activity details for each accounting unit to ensure that funds are used efficiently. • Developing comprehensive maintenance programs for major facility systems including HVAC, electrical plumbing, and elevators to reduce downtime and costs. • Continue to work closely with Purchasing to identify the best purchasing mechanism (bid, rfp, etc.) for large dollar purchases. • Provided Purchasing Training to commanders and managers at monthly command staff meeting. • Scheduled two Purchasing Training sessions in September for supervisors and others with purchasing responsibilities. 	<ul style="list-style-type: none"> • City Purchasing Ordinance is being followed. • Training on City purchasing requirements, policies and procedures is provided to staff • Products and services continue to be competitively bid • Implemented electronic handheld ticket writers. • PD continues to look to technology for efficiency and cost savings. • Developed a worksheet and summary to document efficiencies. Command staff is currently assisting with this documentation. • Worked with the Chief and all Bureau Commanders to develop a budget that best supports strategic plan priorities. 	85%	FY 2014-2015	Ongoing
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<p>b. Promote ongoing efforts to obtain grant funding for activities that will assist in preventing, enforcing and reducing criminal activity and traffic collisions.</p>	<p>SAPD</p>	<p>Enrique Esparza</p>	<ul style="list-style-type: none"> • Meet with Robert Carroll to discuss current grants at PD. • Identify and increase knowledgebase of grant clearing houses/grant websites. • Create grant deadline calendar for tracking of potential grant application deadlines. • Met with Police Administrative Manager who provided current grant summary including totals of each grant award. • Met with Commanders Gominsky and Ibarra to review status of current grants regarding the prevention, enforcement, and reduction of criminal activity and traffic collisions. Will now prepare needs met/needs assessment report for review by Deputy Chief. • Reviewed Byrne Criminal Justice Innovation Grant and will discuss with Commander Gominsky. • No change, continue working on needs met/needs assessment report • Finishing Needs Assessment Report • Met with Commander Gominsky to reassess current funding available to address gang and gun violence, and domestic violence. • With uptick in traffic collisions resulting in fatalities, reexamining available funding and grants to improve traffic and pedestrian safety program. • Needs assessment report will identify gaps in grant funding that address the prevention, enforcement, and reduction of criminal activity and traffic collisions. • Focus on funding needs for prevention and reduction of criminal activity; seek funding for education and non-sworn involvement. • Provided a Strategic Plan update to Senior Management Team. • Reviewed "Eyes on Washington" Federal Grant Notification Service and other grant publications. 	<ul style="list-style-type: none"> • Comprehensive assessment report to identify current grant picture and determine if additional funding is available for programs that increase traffic and pedestrian safety as well as address gang and gun violence and domestic violence. • Provide report outlining current grant uses pertaining to criminal activity and traffic pedestrian safety, • New OTS Grant awarded, implementation begins 10-01-15. • Reviewed "Eyes on Washington" Federal Grant Notification Service and other grant publications. No new grant opportunities identified. • City received \$100,000 OTS Grant to address bicycle safety through a series of bicycle safety education workshops • PD applied for OTS grant in the amount of \$348,350. Funding will be utilized for DUI enforcement as well as Ped/Bicycle/Distracted Driving enforcement. • Attended Uniform Guidance Grant Meeting. • Reviewed "Eyes on Washington" Federal Grant Notification Service and other grant publications. No new grant opportunities identified. • Reviewed "Eyes on Washington" Federal Grant Notification Service and other grant publications. 	<p>79%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>
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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.



**City of Santa Ana
Monthly Report - April 2016**

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<p>a. Modify the Santa Ana jail business model and identify short- and long-term goals to effectively meet the needs of the community through contract negotiations with outside agencies, evaluation of staffing needs and increasing operational efficiency.</p>	<p>SAPD</p>	<p>Christina Holland</p>	<ul style="list-style-type: none"> • Coordinate effort with CM, HR, Chief, Attorney and Finance Offices. • Develop best business model for City. • Develop cost effective operations. • Generate increased revenue. • Present RFCA for Booking Fees & PTS programs to City Council 10/21/2014 • Present RFCA to council to enter into contractual housing with Bureau of Prisons (BOP) • Prepare to present the ICE housing contract to City Council for approval. Increased per diem rate included. • City Council approved ICE Housing Contract agreement. Increased contract per diem effective July 1, 2015. 	<ul style="list-style-type: none"> • Attending meetings with CM, Chief, HR Director, Maintenance Superintendent, Finance Assistant Director and PD Fiscal. • Created PT Correctional Services Officers(CSO) to reduce staffing costs (12 PT CSO hired with ongoing recruitment efforts to hire an additional 18). • Utilized Cadet/PT in position previously handled by CO. • Negotiated US Marshal per diem increase. • Booking fees & PTS briefly presented at Public Safety mtg • New medical vendor implementing more operational & cost effective inmate service • Discussions with ICE continue in an effort to finalize housing contract. • Administrative Booking Fee program implemented at SAJ. • (14) Part-Time Correctional Service Officers have been hired to work within the Jail facility. Ongoing recruitment continues to hire the remaining (16) allotted part-time positions. • The City has completed the hiring of (17) part-time Correctional Service Officers (CSO) in an effort to make the jail more cost effective. Recruitment efforts continuing for (13) additional positions. Academy training is scheduled be completed by December 3, 2015. This will enable the CSOs to further assist with full-time Correctional Officer duties. • Formal training for all (17) part-time Correctional Service Officers(CSO) has been completed and the CSOs will begin filling current vacancies in the Jail facility to reduce current overtime expenditures. • A total of (18) Part-time Correctional Officers have been hired since the hiring of this position was initiated. An additional (12) open budgeted positions remain as recruitment continues. 	<p align="center">65%</p>	<p align="center">FY 2014-2015</p>	<p align="center">Ongoing</p>
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5. Provide high quality Police and Fire/Emergency Medical Services response within the City of Santa Ana.



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<p>a. Monitor and report key performance goals such as standards of cover, response time and location of apparatus (e.g. police units, fire trucks, etc.) to ensure agreed upon service levels are met.</p>	<p>SAPD</p>	<p>Jason Viramontes</p>	<ul style="list-style-type: none"> Establish a working committee of SAPD and OCFA staff to develop framework of report. Research and document current levels of service. Determine proposed levels of service, given available funding. Complete a thorough review of the staffing recommendations in the report submitted by the University. Incorporate recommendations from the University in partnership with OCFA into specific recommendations to SMT. Conduct a thorough review of the University of Texas report and recommendations and begin to take inventory of specific recommendations that can be made to SMT in partnership with OCFA for improvements in cover and response A updated review of the University of Texas Patrol Staffing report is in progress. This task should be ready for reporting by the end of September. The University of Texas patrol staffing study has been reviewed and the results and recommendations have been formally reported to the SAPD Senior Management Team. The secondary portion of the responsibility of the study, the Investigations Bureau Staffing Study, is estimated to be completed by the beginning to middle portion of December 2015. 	<ul style="list-style-type: none"> Working to identify committee members and meeting schedule. Beginning research on current staffing and service levels. Awaiting staffing study from University of North Texas. Agreement recently completed. A Sergeant has been selected to help facilitate planning and liaison with OCFA Inventory of the current resources/equipment available to patrol is currently under way. Staffing report figures from the University of North Texas have been completed and submitted to the Police Department. A preliminary planning meeting to include OCFA personnel has been set for 10/21/14 	<p>40%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>
<p>b. Provide Police and Fire/Emergency Medical Services report to City Council on an annual basis to review and identify opportunities for improvement.</p>	<p>SAPD</p>	<p>Douglas McGeachy</p>	<ul style="list-style-type: none"> Discussed possible designs and relevant information with Fire Department command staff. 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. Report complete, pending presentation 	<ul style="list-style-type: none"> Design and content ideas identified. Content has been identified and is being compiled for the report. Report is being finalized and will be ready for presentation in June. Draft report submitted for review and finalization. Report complete, pending presentation at the 9/15/15 Council meeting. 	<p>100%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>

6. Enhance Public Safety integration, communications and community outreach.



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<p>a. Develop a comprehensive Fire/Emergency Medical Services Marketing/Branding program including a web portal from the City's website and the release of a monthly Fire Services Report to be distributed citywide.</p>	<p>OCFA</p>	<p>Dave Anderson</p>	<ul style="list-style-type: none"> • Report format has been established. • OCFA staff is working directly with City staff to upload the OCFA Monthly Report. • Work with City staff to make sure the format of the OCFA Monthly Report is meeting the needs of the City. • 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. • Continuing to publish monthly newsletters and making sure the most recent years' worth of monthly newsletters are published on the City's Fire Department page for all to see. • Working with City staff to post links to current public safety campaigns. Primarily OCFA's current "Drowning Prevention" PSA • The 2015 Annual Review of Fire/EMS services to the Public Safety Committee on 7-27-15. Once reviewed by City staff, that document will be posted on the City Fire Department web page. This annual review provides a great overview of activities and performance by the OCFA. 	<ul style="list-style-type: none"> • Transparency of fire service activities, throughout the City, are now visible to the public on the City's website. • This SP initiative will always be an ongoing effort as OCFA continually provides updates and outreach on current community safety programs. 	<p>100%</p>	<p>FY 2014-2015</p>	<p>FY 2014-2015</p>
<p>b. Develop and implement a Fire/Emergency Medical Services major incident notification process to better communicate with community members during emergencies.</p>	<p>OCFA</p>	<p>Dave Anderson</p>	<ul style="list-style-type: none"> • OCFA's I.T. Section is in the process of implementing a new CAD system. Until this system is implemented (September 2014) the I.T. Section does not have the capacity to take on another project. • DC Leonard will continue to monitor the objective and will move forward as soon as possible. • OCFA is working with City staff to enhance the Fire Department page on the City's website to include links to OCFA Facebook and Twitter accounts. OCFA PIO Section "posts" and "tweets" information about ongoing emergencies on a daily basis. • OCFA has just (June 2015) launched a new agency website that will allow the public to see 	<ul style="list-style-type: none"> • Transparency of fire service activities, throughout the City, are now visible to the public on the City's website. 	<p>100%</p>	<p>FY 2014-2015</p>	<p>FY 2014-2015</p>



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			<p>what emergency incidents are occurring within our jurisdiction. FC Horner is working with City staff to facilitate a "link" being placed on the City FD web page that will direct city residents directly to this page on the OCFA web page. This will further enhance the Twitter and Facebook links visible on the City FD home page.</p> <ul style="list-style-type: none"> The OCFA website (www.OCFA.org) has been updated to include emergency incidents that are occurring within the city of Santa Ana. Twitter, Facebook, and Flickr links have been provided as well. A mobile application called PulsePoint is available to notify citizen responders of the need for CPR and displays open incidents in the city. 				
c. Continue to develop and implement joint command level training in collaboration with the Police Department's Emergency Operations Coordinator.	SAPD	Kenneth Gominsky	<ul style="list-style-type: none"> Hire full time City Emergency Operations Coordinator. Perform needs assessment of current EOC. Identify training needs on a City wide basis. Perform EOC Needs Assessment Perform City Training Needs Assessment Pertaining to Emergency Operations. Assessment completed in conjunction with City Risk Management. Ongoing Budget Needs Addressed. Funding identified. CERT Funding Identified. CERT program purchasing completed. CERT classes being delivered (ongoing). Current Class began February 2016 and will complete Mid-March 2016. Core City Stake Holder Emergency Operations Center "Workers" in the process of being identified to allow for training opportunities. Partners identified and assigned. Internal Stakeholder Meetings have begun. El Nino Emergency plan identified. Training plan currently being developed with City Risk Management Establish Core EOC group to determine training needs in partnership with City Risk Management 	<ul style="list-style-type: none"> Complete Joint Command Level Training pertaining to Emergencies and Disasters within the City of Santa Ana 	50%	FY 2014-2015	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 Anderson	<ul style="list-style-type: none"> The Explorer post is established. Continuing to recruit additional Explorers from throughout the community. 	<ul style="list-style-type: none"> Fire Explorer Post 9675 has had great success. The post has initially exceeded the recommend roster size of 20 Explorers. Post 9675 currently has 23 young adults who are actively participating in the program. Eight of the current 	100%	FY 2014-2015	FY 2015-2016



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			<ul style="list-style-type: none"> Program oversight has been assigned to Battalion Chief Morganstern who will monitor the status of Post 9675. Additional recruitment will be conducted if the roster falls below the recommended 20 members. 	<p>Explorers have achieved “ride-a-long” status and are working and riding along with the firefighters in various stations throughout the City. The remaining explorers are continuing their progress through the program to reach “ride-a-long” status.</p>			
e. Develop a Fire Corps Program to support Fire and Emergency Medical Services through community involvement and volunteering.	OCFA	Dave Anderson	<ul style="list-style-type: none"> Chief Anderson continues to monitor OCFA's ability to expand the existing Fire Corp's program to include the citizens of Santa Ana. OCFA is currently restructuring and enhancing the program. 	<ul style="list-style-type: none"> Two groups of Community Emergency Response Teams (CERT) have been trained to support disaster operations in their communities. 	50%	FY 2015-2016	FY 2016-2017
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	<ul style="list-style-type: none"> Research possible options and approaches appropriate for SAPD arrestees. Compiling a list of programs Santa Ana College is currently offering to assist with re-entry for Santa Ana offenders. Program coordinator will also be providing a list of additional programs that may assist with this objective, but are not currently offered due to inmate population but can be created if the need for such programs are verified. Presented to Public Safety as an on-going program for offenders that assist those in SAJ custody and recently released AB109 offenders placed on probation within the City. 	<ul style="list-style-type: none"> Meetings are being scheduled. The Santa Ana Jail, in partnership with Santa Ana College Inmate Education Department, has compiled a list of current courses offered at the jail facility to those in custody. Program content and recent success rates is being submitted to the City for review to determine if this area of the Re-entry objective is being met. Additional classes and programs may be offered as the students' interest and projected needs are identified. Current courses include: GED, ESL, High School Basic Math, Basic Reading, Basic Writing, Anger Management and Substance Abuse. Santa Ana Police Department is also collaborating with the Orange County Re-Entry Partnership program to provide training, referrals services and various programs related to substance abuse, employment training, behavioral health and counseling to assist with successful reentry by recently released offenders. The Santa Ana College Inmate Education Program continues to offer offenders in custody various courses and GED preparation classes while in custody at the Santa Ana Jail facility. Recently released AB109 offenders continue to receive referral and re-entry services through corroboration with local agencies. 	100%	FY 2014-2015	Ongoing

2. Youth, Education, Recreation

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



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<p>a. Convene a summit with partner stakeholders to network, share information, identify programs and services, and produce a comprehensive evaluation report for Youth Development.</p>	<p>PRCSA</p>	<p>Heather Folmar</p>	<ul style="list-style-type: none"> • Began integrating the goals and objectives of the summit with the goals and objectives of the youth civic engagement initiative. • Civic Engagement Interns continue to review possible TEDx presenters and topics for the event. • The logistical requirements of a TEDx event need to be evaluated in order to attract high quality presentations while remaining within budget. Resources from the database are being verified and updated on a ward by ward basis. The YCE interns are using this as a contact sheet for the invitees to the summer resource provider summit. The information is also being imported into a ward based map that will be made available to the public during the event. • The YCE interns are working on the logistics of the TEDx event such as the selection of venue, invitation of speakers, creating promotional flyers and evaluation forms. Interns are creating a survey for the community organizations to obtain descriptions of organizations' programs and services. Also, they are continuing to complete the ward based maps that will be made available to the public during the event. • Finalize agenda for each session. The YCE interns are working on the logistics of the events, including selection of moderators/ speakers, creating promotional flyers and evaluation forms. Interns are creating a survey for the community organizations to obtain descriptions of organizations' programs and services. Also, they are continuing to complete the ward based maps that will be made available to the public during the event. • Conduct Summit; collect and analyze attendee evaluations for future planning; collect attendee organization information for proposed youth website. 	<ul style="list-style-type: none"> • Have begun developing an action plan showing the steps needed to be taken to convene the summit and define how the youth civic engagement will be part of the summit. • Civic Engagement Interns have been compiling information about youth resources available to the community in preparation for the Summit. SAUSD and other youth service stakeholders have requested that the Summit be held in fall, 2015, to which the City has agreed. City Manager has been informed of this change and start date for this strategy has been approved for FY 15-16. Choice of date and venue for the event is in progress. • Youth Civic Engagement interns continue to build an informational list of youth resources available to the community. A tentative date has been set for the Summit for the week of October 13th. Additionally, SAUSD youth stakeholders have suggested that the Summit be a one-day event. There have been requests by other youth stakeholder organizations to have a session on grant-writing and youth grants at the summit as well. Youth Civic Engagement interns have proposed doing Summit as a TEDx (Technology, Entertainment and Design) event, and are currently reviewing potential TED presenters that focus on youth development. Choice of venue for the event is in progress. • Youth Civic Engagement interns have built up a database of community resources. YCE staff has agreed to reduce the summit to a one day event. • Youth Civic Engagement interns have finalized the agenda for TEDx event. • YCE /Staff Team have reconfigured the Summit to include two one-day sessions. The TEDx format will not be utilized. One will focus on children and students pre-K through 5th grade. The second will discuss students in 6th-12th grade. Dates have been set for Thursday, October 15th and Friday, October 16th. Meetings will be held in Library Meeting Room A. • Finalize agenda for each session. The YCE interns are working on the logistics of the events, including selection of moderators/ speakers, creating promotional flyers and evaluation forms. Interns are creating a survey for the community organizations to obtain descriptions of organizations' programs and services. Also, they 	<p>90%</p>	<p>FY 2014-2015</p>	<p>FY 2014-2015</p>
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				<p>are continuing to complete the ward based maps that will be made available to the public during the event.</p> <ul style="list-style-type: none"> • Due to conflict with a City-wide safety drill, staff are rescheduling the first session of the event for November 19th. The second session will be scheduled for sometime in late January, 2016. • Due to rescheduling we are still waiting final confirmation from SAUSD for rescheduled date of January 2016. • Confirmed with SAUSD to hold the Summit during Spring Break 2016 (April 4-8, 2016). • Identified the Summit dates as April 7th and 8th 2016. We have tentatively booked Dr. Kenneth Ginsburg, a leading expert in building resiliency in teens for the 2nd day of the summit. We will be purchasing his "Reaching Teens" curriculum for distribution to participants of the Summit. Finalize agenda for each session. • We have booked Dr. Kenneth Ginsburg, a leading expert in building resiliency in teens for the 2nd day of the summit, and are in process of expediting the paperwork required to permit his participation. • Final agenda established, attendees solicited , program finalized, promotion completed. 			
<p>b. Adopt a master joint-use agreement with Santa Ana Unified School District.</p>	<p>PRCSA</p>	<p>Ron Ono</p>	<ul style="list-style-type: none"> • Prepare Master Joint Use agreement with SAUSD. • The PRCSA will prepare a status report for the May 4, 2015 District/City Policy meeting. • Staff will present the recently completed status report at the District/City Policy meeting. • Following the May 4, 2015, staff will begin preparing supplemental agreements for each site that will be included in the master agreement. • Preparing supplemental agreements and exhibits. • To review draft model joint use agreement at the Technical Advisory meeting. 	<ul style="list-style-type: none"> • Master Joint Use Agreement submitted to SAUSD staff for review. Will be preparing attachments to agreement of each park/school requirement. • The Draft of Master Supplemental agreement was completed. • Staff completed a status report regarding the master joint use agreement and made a presentation at the 4/27/2015 PREY Council Committee • Staff completed update to the District/City Policy meeting. • City/District working on draft Model Joint Use agreement for Spurgeon High School to include maintenance/replacement fund. 	<p>40%</p>	<p>FY 2015-2016</p>	<p>FY 2015-2016</p>



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<p>c. Explore new joint-use opportunities with Santa Ana's four School Districts and partnership opportunities with local museums, art and cultural institutions.</p>	<p>PRCSA</p>	<p>Jeannie Jurado</p>	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Began discussing the development of an action plan to help implement this strategy. 	<p>5%</p>	<p>FY 2017-2018</p>	<p>Ongoing</p>
<p>2. Expand youth programming.</p>							
<p>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.</p>	<p>PRCSA</p>	<p>Jeannie Jurado</p>	<ul style="list-style-type: none"> 1. The Catalina Summer Camp was successfully completed in August 2014. The 2015 Catalina Summer Camp has been scheduled for August 10-14, 2015. 2. Afterschool Program staffing is in the process of being hired. 3. Recruitments for the Youth Civic Engagement Interns have been completed 4. After School Program operating at 5 Recreation Centers, staff is being hired to open remaining sites. New staff for After School began working at Jerome Center. Waiting on remaining 4 staff for two pending sites. Youth Civic Engagement Interns are coordinating a 1001 Arabian Nights themed attraction for the "Dia De Los Niños" event. YCE interns are assisting in the planning of the annual 4th of July event. Staff attended training and worked as a team to development a curriculum for the program. End of Year Celebration and Program Evaluation Youth Civic Engagement Interns are collaborating with the Youth Commission in creating a "Shop Santa Ana" video targeting youth in Santa Ana. The YCE interns will coordinate with the businesses, write a script, and produce the video. YCE interns will continue to outreach in the community by attending and planning community events. YCE interns are planning a Bootcamp for youth to enhance their summer volunteer experience. Promoted the upcoming registration for the Catalina Summer Camp 2015 	<ul style="list-style-type: none"> 1. Camp was completed successfully on August 4-8, 50 participants attended along with volunteers and staff. 2. After School Program: The Recreation Program Coordinator & Recreation Leader Positions have been filled. 3. Youth Civic Engagement interns have been selected and are working on social media to reach out to high school students. 4. Program staffing has been partially filled and the program has been started in 5 of the 8 sites serving 60 youth participants at these sites. The sixth After School site was opened at Jerome Center. Youth Civic Engagement Interns continue to recruit youth and assist them in navigating the process for appointment to the Youth Commission. 6 new Santa Ana youth have been appointed to the commission. YCE interns have provided Higher Education programming. The After School Adventures program staff completed the program curriculum. Mother's Day Celebration and Craft Project at all After School Sites YCE interns attended the Santa Ana Unified School District "Personalize Your Summer Experience 2015" event and outreached to 300 people by promoting public awareness of library summer services and programs. Interns conduct regular college-related workshops for students in the Library's Higher Education Center. Promote Catalina Summer Camp 2015 Registration. 1. Youth Civic Engagement Interns participated in four community outreach events, making contact with over 850 community members. 	<p>100%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>



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			<ul style="list-style-type: none"> Assist Youth Commission in creating bylaws and submitting them to the City Attorney for review. Interns are developing a survey on voting behavior and attitudes to be administered to youth. Host Catalina Campout Participate in nationwide Voter Registration Program sponsored by American libraries, aligning with the YCE's ongoing program to document and encourage voting by Santa Ana youth. Speak at City Council about the voter registration program, the importance of getting youth to vote, and information of young voters who have voted in recent elections. Work with SAUSD on promoting young voter registration. After School Program Sites Open. Continue to educate the community about AGUA project and other methods for water conservation. Organize and implement outreach to teens and tween at Garfield by initiating a Junior Big Buddy program at that site. Reopen all current sites and begin hiring process for vacant staff positions. Continue to provide guidance and technical/research support for the revitalized city Youth Commission. One YCE is assigned permanently to this task. YCE is coordinating Kitty Literacy: Children will have the opportunity to practice their reading skills by reading to foster cats and have the opportunity to adopt a foster cat. Program will be implemented in February. Attend and record the Heritage Museum of Orange County "An Evening with an Orange County African American Pioneer, Harriet Tyler" event. YCE helped facilitate the first Library Advisory Committee Meeting. The community will have a chance to voice their concerns and desires regarding the Santa Ana Public Library. Attend the Santa Ana High School Roundtable discussion. YCE was able to interact with the community and hear their concerns and solutions for many art based issues. 	<p>2. Seven YCE mentored an average of 150 youth each in process of providing tutoring and hosting special programs.</p> <p>3. Provided support for the revitalized Youth Commission in its monthly meeting. YCEs are guiding them in developing bylaws, learning parliamentary procedure and Brown Act requirements.</p> <ul style="list-style-type: none"> Catalina Campout Parent Orientation 65 youth participated in the Annual Catalina Campout. Presented at AGUA Water Conservation Event, outreached at Townsend/Raitt Street Fair and Salgado Talent Show, assisted at meetings of the Youth Commission. 90 participants registered for the After School Program at 6 sites. 118 participants registered for the After School Program at 6 sites. Hosted Halloween Celebrations at all sites and sponsored fieldtrip to the movies for Jerome Center Organized and implemented 4 Haunted House events for children and teens at two sites. 1000 people attended the events. 123 participants registered for the After School Program at 6 sites. Hosted Thanksgiving Celebrations at all sites and promoted participation in the SOMOS and Tree Lighting events. YCE attended the Viva La Vida, Noche de Altares, and OC Register/Excelsior community and outreach events where Santa Ana Youth were encouraged to participate and acquire further knowledge concerning available services at their disposal. Total of 390 participants. 108 participants registered for the After School Program at 6 sites. Hosted Holiday Celebrations at all sites and promoted the Plaza Navideña event in Downtown Santa Ana. YCE organized four Santa's Corner events for teens and tweens at four sites. 457 children and teens attended. Outreached to youth at Plaza Navidena event. Contacted 1001 persons during programs and special events 			
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			<ul style="list-style-type: none"> Plan for Valentine's Day Celebrations and discussion circles on Presidents Washington and Lincoln. Plan for St. Patrick's Day and Easter celebrations at all sites. YCE interns attended Santa Ana College Kindercaminata. Thousands of children were in attendance; interns were able to inform many participants on resources available to them. he Heritage Museum of Orange County held a Literacy Resource Fair with Jumpstart. YCE interns attended to inform community members about many resources that they could benefit from. One YCE is has been assigned to and AGUA booth project during the Dia De Los Ninos event at the Santa Ana Public Library. At the booth the community will be educated on drought friendly plants and possible water friendly gardens around the city. YCE interns went door to door at the Portola Park neighborhood informing residents on how to become more civically engaged. Open Madison Park site 			
			<ul style="list-style-type: none"> 124 participants registered for the After School Program at 6 sites. Hosted discussion on the legacy of Martin Luther King Jr. at all sites. Staff conducted the TeenSpace 7th Birthday party for current and past participants. In various programs, Youth Civic Engagement Interns reached out to 662 youth during the month. 126 participants registered for the After School Program at 6 sites. Hosted Valentine's Day Celebrations and Presidents Day discussion circles at all sites. 135 participants registered for the After School Program at 6 sites. Hosted St. Patrick's Day and Easter activities and celebrations at all sites. Salgado and Logan Centers hosted mini excursions to the movies. 			



City of Santa Ana Monthly Report - April 2016

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<p>b. Expand the youth sports program so that youth recreational opportunities are established year-round.</p>	<p>PRCSA</p>	<p>Jeannie Jurado</p>	<ul style="list-style-type: none"> ● Youth Sports: Currently recruiting for staff (these employees will also help with After School Programs). Girls Basketball season concluded on 11/15/14 Boys Basketball Registration opened on 11/15/14. Registration is still being accepted for Divisions with openings. Boys Basketball Skills Evaluation Testing took place on 12/9, 12/10 & 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. ● Closing Ceremonies and Awards Presentations took place on March 7 at Salgado Center and March 8 at Godinez High School. 400 boys were served by the program with the assistance from 75 volunteers Division A, B and C teams participated in the SCMAF-OC Tournaments held in Garden Grove and Fountain Valley on March 21 Division A and C teams advanced to the SCMAF-Regional Tournaments taking place in Garden Grove and Pico Rivera on March 28 40 program participants attended a Clippers game at the Staples Center on March 22 Girls Basketball Program registration opened on March 2 and closed on March 14 Girls Basketball Season began on March 23 with a total of 220 girls registered ● Staff provided awards for SAUSD's Boys Basketball and Girls Soccer Tournament. ● Rookie Baseball Program Registration ● SAUSD Intramural Track & Field Championships – Provide officials and awards ● Host excursion for 240 youth, parents and coaches to the LA Sparks basketball game at Staples Center. ● Conduct Staff Training and Coaches Meeting for Rookie Baseball Program. ● Host excursion for 100 Rookie Baseball Program participants to an Angels Baseball game at Angel's Stadium. 	<ul style="list-style-type: none"> ● 180 girls were served with the Girls Basketball Program. 300 youths participated in Cross Country Meet; 225 boys participated in the Flag Football Tournament; 180 girls participated in the Volleyball Tournament; 160 boys participated in the basketball tournament; and 160 girls participated in the soccer tournament. 375 boys registered in the City's Youth Sports Basketball Program. 300 boys participated in the Skills Evaluation Test Developing plans for youth soccer and tennis programs. ● The Boys Basketball Program had their Closing Ceremonies. ● 40 youth participated in the First Annual Pitch, Hit and Run Competition at Jerome Park sponsored by Major League Baseball. The Girls Basketball Program All-Stars Game was held at Jerome Center. ● Girls Basketball Program Playoffs begin ● Girls Basketball Program Excursion ● Rookie Baseball Season Started ● Hosted the Rookie Baseball program Closing Ceremonies. ● 186 participants registered for the Flag Football Program. ● 120 youth participated in the NFL sponsored Punt, Pass and Kick Competition at Santa Ana Stadium ● Flag Football Championship Games and Closing Ceremonies ● Boys Basketball and Girls Soccer Intramural Tournaments held at Valley High School. ● 475 boys registered and participating in the 2016 Boys Basketball Program. 100 volunteer coaches and team parents are supporting the program. 	<p>100%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>
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			<ul style="list-style-type: none"> Promote Co-Ed Flag Football Program and advertise registration period. Youth Sports staff hosted a Sports Zone and promoted the program at the 4th of July Celebration event at Centennial Park. Staff will implement Flag Football registrations. Host practices and games for the Co-ed Youth Sports Program. Sponsored trip for 45 program participants to the UCLA vs Cal Football game at the Rose Bowl Provided awards and officials for SAUSD's intramural Cross Country, Flag Football and Volleyball tournaments. Held Boys Basketball Program Registration Held Boys Basketball Participant Skills Evaluations at Salgado Center. Youth Sports staff participated in a SCMAF led officials training in the City of Garden Grove. Staff attended a SCMAF Regional meeting in Fountain Valley Hold Girls Basketball Program registration -Hosted Girls Basketball Program skills evaluation and volunteer coaches meeting. -Five Boys Basketball Teams participated in the OC SCMAF Tournament -Conduct Girls Basketball Program -Provide officials and awards for SAUSD's Girls Basketball and Boys Soccer intramural tournaments 	<ul style="list-style-type: none"> Hosted Boys Basketball All-Star games and activities at Salgado Center. Hosted Boys Basketball Closing Ceremonies at Godinez High School. Over 475 youth and 100 volunteers were recognized for their participation in a successful season. 			
c. Host "Mayor/City Council for a Day" event to promote public service and provide participants with the opportunity to serve as Mayor/City Council, Commissioners and Executive Staff.	CMO	Not Assigned	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> TBD 	0%	FY 2015-2016	Ongoing
d. Coordinate a Youth Leadership/Student Government Day.	CMO	Not Assigned	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> TBD 	0%	FY 2015-2016	Ongoing
e. Partner with outside agencies and secure funding to rehabilitate zoo exhibits and expand the Santa Ana Zoo.	PRCSA	Gerardo Mouet	<ul style="list-style-type: none"> Develop plans to launch this Spring, the Amazon's Edge Giant River Otter Project and development of the Zoo Master Plan. 	<ul style="list-style-type: none"> Developed a cost estimate for Giant River Otter Project, \$2,000,000. 	5%	FY 2017-2018	Ongoing



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			<ul style="list-style-type: none"> The PRCSA will identify the project and proposed funding sources on the FY 15/16 Capital Improvement Plan, which will later be submitted to the City Council for approval. 	<ul style="list-style-type: none"> Funding in the amount of \$1.4 million towards the amount needed to start the planning process for the Giant River Otter Exhibit was identified. 			
f. Develop a process for youth sports scholarship programs.	PRCSA	Jeannie Jurado	<ul style="list-style-type: none"> 1. The scope and focus of this program was discussed at the July 28 PREY Council Committee. 2. The scope and focus for this program was presented to the full City Council on October 21, 2014. 3. An update to the PREY Council Committee was presented on October 27. 16 scholarship applications were distributed, 12 were returned, processed and awarded. 12 scholarship applications were distributed, 10 were returned, processed and awarded. 19 scholarship applications were distributed, 15 were returned, processed and awarded 13 scholarship applications were distributed, 8 were returned, processed and awarded. 9 scholarship applications were distributed, 4 were returned, processed and awarded. 5 scholarships applications were distributed, 3 were returned, processed and awarded. 21 scholarship applications were distributed, 15 were returned, processed and awarded. 20 scholarship applications were distributed, 19 were returned, processed and awarded. 15 scholarship applications were distributed, 13 were returned, processed and awarded. 12 scholarship applications were distributed, 7 were returned, processed and awarded. 13 scholarship applications were distributed, 13 were returned, processed and awarded. 17 scholarship applications were distributed, 16 were returned, processed and awarded. 21 scholarship applications were distributed, 19 were returned, processed and awarded. 	<ul style="list-style-type: none"> 1. Scope and focus of Youth Sports Scholarship Program was approved by City Council at the October 21 City Council meeting. 2. Scholarship application and award process was developed and it began being implemented in January 2015. \$100,000 is being used for the Scholarship program and \$100,000 for park deferred maintenance per City Council direction. 12 scholarships were awarded to youth in the Youth Sports and After School Adventures Program 10 scholarships were awarded to participants in the Youth Sports and After School Adventures Program. 15 scholarships were awarded to participants in the Youth Sports and After School Adventures Program. 8 scholarships were awarded to participants in the Youth Sports Program. 15 scholarships were awarded. 19 scholarships were awarded. 13 scholarships were awarded 7 scholarships were awarded. 13 scholarships were awarded 16 scholarship were awarded 19 scholarships were awarded 	100%	FY 2014-2015	Ongoing

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



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<p>a. Launch new youth focus CTV3 programming.</p>	<p>PRCSA</p>	<p>Heather Folmar</p>	<ul style="list-style-type: none"> • WIA youth interns will be editing these videos and filming additional shows such as Teens Talk Books and DIY Arts & Crafts. • WIA youth interns and Young Adult staff will complete editing the cooking show videos and film additional shows such as the Santa Ana Zoo segment and a word on the street segment. • A second TeenSpace Cooks video is currently being reviewed by CTV3 staff. WIA youth interns and Young Adult staff will complete editing the Santa Ana Zoo video and collaborate with the Youth Civic Engagement Interns in filming a "Shop Santa Ana" youth focused video that will consist of selecting Santa Ana businesses and coordinating with them, writing a script, filming, and editing. They will continue to work on the series of Zoo videos and the Word on the Street series. • Youth Civic Engagement Interns are guiding staff and WIA students in the production of a "Shop Local" video. This will be a Youth Commissioner Edition, which will provide a youth perspective regarding local shops. Young Adult staff is also producing a Historical Edition of the "Shop Local" video that will focus on the journey of businesses that have been located in Santa Ana for a long time. Staff will continue to work on Zoo and other videos of interest to youth. • CTV3 staff is currently reviewing The Don't Drive or Text and Santa Ana Zoo videos. WIA youth interns and Young Adult staff are editing a Water Conservation video. • Staff will be guiding WIA youth interns in creating a Memories of Migration program promotional video. • Staff will be training WIOA participant video production to produce youth focused videos. • Reconfigure Seeds to Trees Digital Media Academy to combine youth training/work experience program. Utilize youth to produce high quality, youth oriented video programming for CTV-3. • WIOA participants commenced pre-production of two youth videos, one will focus on science and the other will be a teen cooks video. 	<ul style="list-style-type: none"> • Prepared a plan for youth focus shows for broadcast on CTV-3. Initiated production of planned shows, which will continue throughout Strategic Plan period. • A youth focus CTV3 programming plan was developed with the collaboration from the CTV3 staff and Young Adult staff. WIA youth interns have begun working on filming several youth focused programs such as a cooking show for youth and a video game walkthrough. • WIA youth interns and Young Adult staff have recorded two cooking show segments. • WIA youth interns and Young Adult staff have completed four videos that include Plaza Primavera, Dia de los Niños, History Room Promo, and TeenSpace Cooks: Veggie Quesadilla. Young Adult staff has commenced pre-production on a series of Santa Ana Zoo youth focused videos. • TeenSpace Cooks video complete, as is the SA Zoo video. • WIA youth interns with the collaboration of the Youth Civic Engagement Interns have completed the historical video for "Shop Santa Ana." • WIA youth interns and Young Adult staff have completed the Santa Ana Zoo, Don't Drive and Text, and Water conservation videos. • WIA youth interns in collaboration with the Youth Civic Engagement Interns have completed the "Shop Santa Ana" youth focused video and completed a promotional video for the Young Adult Department annual Haunted House. • Staff has completed Memories of Migration video that is being previewed on the memories of migration webpage. • Staff has completed Memories of Migration video that is being previewed on the Memories of Migration webpage. http://www.ci.santa-ana.ca.us/library/history/memoriesofmigration.asp 	<p>87%</p>	<p>FY 2014-2015</p>	<p>FY 2014-2015</p>
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<p>b. Create web resource for youth that will include internships, scholarships, college information, job opportunities, and career days.</p>	<p>PRCSA</p>	<p>Heather Folmar</p>	<ul style="list-style-type: none"> • Continue developing a plan for web products that focus on engaging Santa Ana youth and providing valuable information on scholarships, careers and internships in the city of Santa Ana; decide on best practices for outreach and increasing contact lists. Currently using Googledocs and email blasts to release information to Santa Ana youths; Develop a plan for featuring information in partnership with the Higher Education Center directed at Santa Ana youths utilizing E-services and Web production. A plan for web products will be developed and ready for review in April 2015. • Continue to work with Technology and Support staff to develop the HEC web layouts to begin uploading the monthly resources. A list of scholarship and job opportunities will be developed for the month of May and shared as a Google document link through email and social media. • The Young Adult Staff will continue to gather all web layout sections such as content for job opportunities, scholarships and financial aid to submit to the Technology and Support Department to begin to create the HEC website section. A list of scholarship and job opportunities will be developed for the month of June and shared as a Google document link through email and social media. • The Young Adult Staff will continue to gather information on local and regional job opportunities, scholarships and financial aid to submit to the Technology and Support Department for the HEC website. • Lists of scholarship and job opportunities have been and continue to be developed and shared with youth as Google document links through email and social media. • Staff is guiding WIOA participant create web layout to update Young Adult website and create to include internships, scholarships, college information, job opportunities, and career days. 	<ul style="list-style-type: none"> • 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. • In partnership with Higher Education staff, Teenspace tutors and WIA students, staff is developing a plan for web products that include local scholarships, career opportunities, and internships. Web products will focus on outreach, gaining contacts, and federal student aid. Staff will promote Santa Ana Library resources and local community resources. • Staff has developed a plan to add a Higher Education Center (HEC) section on the Santa Ana Public Library (SAPL) website. • A list of scholarships for the month of May has been sent through an email blast to youth and it has been shared on social media. • A list of scholarships for the month of June has been sent through an email blast to youth and it has been shared on social media. • An employment distribution list has been send through email blast to youth. 	<p style="text-align: center;">60%</p>	<p style="text-align: center;">FY 2015-2016</p>	<p style="text-align: center;">FY 2015-2016</p>
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<p>c. Review web, social media, and CTV3 services and develop new strategies for more effective use.</p>	<p>PRCSA</p>	<p>Heather Folmar</p>	<ul style="list-style-type: none"> • Plans are in development to launch improved content in FY 17-18. Web architecture and social media platforms are to be developed and utilized to improve communication with local youths by focusing on education, leadership opportunities, and community events. <p>Staff is working on a plan for new web architecture to show web content that will be focused on providing youth with useful information which will include a strategy on how the web content, social media, and CTV3 videos will leverage each other to support youth in their personal and educational growth and development.</p> <ul style="list-style-type: none"> • 1) Use Snapchat and Instagram to do weekly features on exciting events or materials at the library. 2) Increase the boards on our Pinterest page and create content for both the Library and Parks & Rec. 3) Increase our Facebook posts geared towards our city's goals "Learn. Have Fun. Get Fit. Be Respectful." 4) Provide the community with updates on our classes, workshops, and services. <ul style="list-style-type: none"> • 1) Focus on the content for Snapchat and Instagram to increase followers and promote services at all locations. Create a "buzz" about the Santa Ana Public Library on social media. 2) Monitor our Pinterest page and set up scheduled time to update and add content. 3) Promote the CS Class geared towards youth engagement in computer sciences. 4) Establish "lead" social media staff members who can post content for us after receiving approval from manager. <ul style="list-style-type: none"> • Monitor lead social media content creators to establish "libraries" of content for social media platforms. Research the success of social media monitoring 3rd party vendor "Social Flow" and discuss options to integrate or continue using in house resources. <ul style="list-style-type: none"> • 1) Continuously update Social Media Posts and other hashtag handles that promote the city's vision and provide entertainment and information for our users. 2) Investigate ways of increasing followers and likes on Instagram, Facebook, and Pinterest. <ul style="list-style-type: none"> • 1) Utilize new posting styles to increase followers and monitor our success by using Facebook 	<ul style="list-style-type: none"> • Plans in development to launch improved content in FY 17-18. Required web architecture in development. • Discussions have taken place on appropriate content and managing the Library's branding to include participatory posts and outreach on social media platforms. Research is being conducted on ways to engage youth in social media platforms and disseminate useful information on programs and community events. • Social Media pages reflect the city's goals and promote PRCSA events in an organized and monitored environment. 	<p style="text-align: center;">52%</p>	<p style="text-align: center;">FY 2017-2018</p>	<p style="text-align: center;">FY 2017-2018</p>
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			<p>analytics. New posting styles: reposting appropriate content, in-house generated flyers and information, event pictures, popular iconic generators (such as memegenerator), engagement with trending stories, etc.</p> <p>2) We aim to reach 2,000 followers by next year (July 2016); we currently have 1607 with an average increase of seven per week.</p> <p>3) We aim to have 1,000 daily interactions (reach-views, likes, shares) etc.</p> <p>4) This month we will focus on Facebook while maintaining our Twitter, Instagram, and Pinterest Pages.</p> <p>5) Each month we will focus on a different social media handle to utilize the best features of each and by creating social media campaigns that engage with different audiences.</p> <ul style="list-style-type: none"> • 1) Continue monitoring Facebook account using statistics and new posting styles. 2) Begin focus on Twitter and Pinterest and increase posting styles and engaging with others on these platforms. 3) Maintain posting engagement on Facebook, monitor our "likes" and engagement weekly. 4) Roll out Tech Department Calendar to engage users at events 5) Research different design options for social media postings such as Canva.com to experiment with creating content. 6) Create creative weekly hashtag social media campaigns to compliment #bookfacefriday 7) Use social media to engage with audiences via the Santa Ana Public Library logo campaign <ul style="list-style-type: none"> • 1.) Re-format design for the Tech Calendar or brochure of services 2.) Continue increasing posts on Social Media and utilize different techniques to engage our audience. 3.) Use the researched design options to increase our post library. We aim to have a library of postings we can use on multiple platforms at the ready. We estimate that the library should contain upwards of thirty posts at any one time and should be organized by "Posted Date" and then "Ready for Posting" 4.) Manage the weekly creative # posts by finalizing ideas, implementing, and then monitoring success in December to utilize in January. 5.) Continue leading video production and technology workshops to measure success of the library's WIOA program 			
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			<ul style="list-style-type: none"> • <ol style="list-style-type: none"> 1.) Distribute Tech Services Calendar 2.) Test interactive posting styles for audience engagement. 3.) Increase the production of social media content and expand social media library by mining Staff "choices" and "favorites" 4.) Utilize successful December postings to increase shares in January. 5.) Expand Pinterest board and come up with creative "follow us" or "pin us" options. 6.) Review web, social media, and CTV3 services and develop new strategies for more effective use by testing new content. • <ol style="list-style-type: none"> 1.) Develop March Tech Services Calendar 2.) Monitor success of Staff Choice #quoteThat; implement a way to thank staff for participating and for future social media posts. 3.) Follow popular Library centric Twitter accounts for reposting. 4.) Design staff curated "Favorite Books" Pin board. 5.) Partner with other departments to increase awareness of their services on social media. • <ol style="list-style-type: none"> 1.) Develop April Tech Services Calendar 2.) Design new staff participation social media campaign. 3.) Prepare for Kindercaminata outreach event at Santa Ana College (03/04/16) 4.) Discuss and design a photo-shoot with "modern library users" to increase our stock photos to be used for Instagram and social media accounts. 5.) Research areas that our department can help other departments increase their understanding and awareness of Social Media as a tool. 6.) Development of the "Share Your Story" campaign that highlights the Santa Ana Public Library in celebration of their recognition as a finalist for the 2016 National Medal 7.) Continue Live Streaming of community events on CTV3 YouTube channel for greater visibility and accessibility to those who cannot attend events 			
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<p>d. E-Library program funding including leveraging the Roosevelt/Walker Prop 84 funding to ensure the new community center also serves as a Library with a focus on electronic media such as eBooks, Internet, and remote check-out services from the Main Library.</p>	<p>PRCSA</p>	<p>Heather Folmar</p>	<ul style="list-style-type: none"> • Format and introduce the Hotspot initiative for check out; display the E-Zoo with device information and quick start guides. Research E-Library web architecture and decide on what to move forward with. Develop procedures for E-Services at the Roosevelt/Walker center. Continue to market E-Books and E-Audiobooks through our E-Services and expand our collection of E-materials. Research alternative E-resources such as E-Media and streaming video options. • The E-Petting Zoo will be set up and displayed at the Main Library after the Cinco de Mayo event. The Jetpack Hotspots will be launched during May 2015. The Hotspot initiative procedure and policies are formatted and ready for deployment. • <ol style="list-style-type: none"> 1) Monitor the install of 10 computers and printer at El Salvador center. The data lines and electrical outlets are being installed and should be completed by the end of the month. 2) Develop and put into place surveys that evaluate the E-Library services we currently provide for future evaluation in July. Survey will be paper and digitally based. Statistics will be tracked so we can provide an evaluation of E-services in the following month. The survey will be ongoing for the month of June and be evaluated in July. 3) Decide which E-Library web architecture to move forward with. Research on local libraries databases and service is completed and evaluations are being processed. New services such as additional E-books, databases, and platforms will be purchased. 4) Promote the use of E-Services across all locations. Workshops on using E-Books through our current platform, Overdrive, are being developed and will be offered a minimum of three times a month to promote E-Books and E-Services through the Santa Ana Public Library. 5) Post flyers at all Rec and Library centers to promote the use of E-Books and E-Services. 6) Devices being purchased to expand the Electronic Petting Zoo devices for display at Newhope and the Jerome Center. Research to be completed on device security (stands and locks) and also areas for display within the centers. • <ol style="list-style-type: none"> 1) Monitor the install of 10 computers and printer at El Salvador center. The data lines and electrical outlets are in process; vendor materials and purchasing orders are submitted. The actual install should begin in July 2015. 2) Use the statistics from June 2015 collected using digital and physical surveys to analyze 	<ul style="list-style-type: none"> • A Library Management Intern has been hired to assist with these tasks. The online borrower registration option to allow users to obtain library cards granting access to all Library E-resources is in place. The electronic petting zoo devices are in the beginning stages of set up in the Main Library. The E-petting zoo will be unveiled at Plaza Primavera. Nook E-readers are now available for checkout at the library. Hot spot equipment has been ordered and will be available for checkout also. The collection of eBooks and eAudiobooks is being expanded. Research on local E-Libraries is being conducted and a web architecture map will be developed. • New web architecture is being researched for E-Library Services by using local E-Libraries as examples. The organization and development of either an in-house or third party E-Library services page are being discussed. The Electronic Petting Zoo (E-Zoo) was launched at a community event, Plaza Primavera, and tested for youth and community engagement. Improved E-Zoo procedures, applications, and information are being refined. Remote checks out services are available via the Online Borrower Registration. Hot spot devices were received and launched to support the E-Zoo at Plaza Primavera; the Hotspot Initiative procedure and policies are being formatted. <p>Format and introduce the Hotspot Initiative for check out; Update the E-Zoo and display inside the library for patron's to learn about E-services and devices; continue research for E-Library web architecture.</p> <ul style="list-style-type: none"> • The online borrower registration and E-Petting Zoo were featured at Plaza Primavera and the Children's Dia Event successfully. • Use our knowledge of successful E-Services to promote and implement E-Services at other locations. 	<p>97%</p>	<p>FY 2015-2016</p>	<p>Ongoing</p>
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			<p>success and areas to improve our E-Services. 3) Research alternative modes of promoting our E-Resource platforms. Focus on increasing usage by formatting an "E-Book club" or "E-Story time." 4) Develop procedures staff guidelines for the incoming technologies: focus on the maker-bot 3-D printer and the Newhope Electronic Petting Zoo. 5) Monitor the purchase of new equipment for satellite locations: hotspots, E-Petting Zoo, and stands/display cases.</p> <ul style="list-style-type: none"> • 1) Install of computers in process and to be completed 8-31-15. 2) Move forward with the usage statistics and reporting to integrate more resources as in more eBooks and eAudiobooks. Promote digital magazines through Zinio. 3) Develop policy and procedures for iStorytime. Materials ordered and to be completed with programming schedule 8-31-15. 4) Develop procedure for the 3-D printing classes and sign-up sheets. Classes to begin as soon as we have 10 applicants. 5) Purchase of E-Zoo at Newhope cancelled. Focus on the install of Zinio and Overdrive at the Main library's ePetting Zoo. 6) Make qualified recommendations for materials for purchase to increase our eBooks/eAudiobook selection across all departments. 7) Monitor the hiring the hiring of three new tutors to assist with the computer lab at El Salvador and expansion of the Tech Desk hours as supported by the usage statistics in July 2015. • 1) Monitor the use of the 3-D printer and classes for success and patron interest. 2) Format and implement the iStorytime and eMagazine stand program. Secure the materials needed to protect our devices and train staff on the program and procedures. • 1) El Salvador Center is still waiting on data lines and IT installs. 2) Feature eBooks and eAudiobooks , and Zinio on social media and utilizing our programs. 3) Train staff on iStorytime policies and procedures. 4) Orders for FY 16-17 Petting Zoo have been quoted and await approval. 5) Submit to Barnes and Noble Maker Fair 2015 the 3D printing / Memories of Migration / Squishy Circuits STEM collaborative project. 6) Promote the iStorytime program to youth services and monitor for success. 			
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			<ul style="list-style-type: none"> • 1) El Salvador center computers and data lines installed. Next step is to meet with Community Services Supervisor to discuss procedures, policies, and hours of the 10 new computers. 2) Research Enki e-book platform for purchase, quote pending. 3) Begin the process of formatting the new hotspots for Garfield and Main library. 4) Prepare to present at the Barnes and Noble maker fair November 7th. Build platform and all peripheral items. • 1) El Salvador center has secured computers and data lines. Currently meeting with Community Services Supervisor to perfect the policies, procedures and policies for the computer lab. 2) Active quote with Enki. Waiting on purchasing. Researching other relevant databases for purchase before the end of the year. 3) Half of the allotted hotspots are formatted and implemented. The other half will be completed early in December. 4) Research ways to engage with the community on technology and eServices. 5) Train staff on iStorytime to implement after the first of the year. • 1) Meeting with Community Services Manager to organize policies and procedures. 2) Enki Library purchased; negotiating implementation with Vendor. 3) Hotspots are implemented. Gather statistics for eLibrary success. 4) Monitor iStorytime and make necessary changes during January. 5) Submit active quotes for all eLibrary services for FY15-16 per the eLibrary Services Plan proposal. (except the VR and Gamyfing Stem Programs, eZoo Stands). 6) Follow up with active quotes and monitor PO#'s and ordering statuses. 7) Review all policies and procedures for training of new hires. 8) Interview candidates for hire of eLibrary Tutors / Computer Lab Tutors; hire in January and follow up with personnel. • 1.) Format policies and procedures for El Salvador center computer lab. 2.) Train staff on Enki database for implementation to the public. 3.) Develop staff training on Online Resources and come up with best practices to increase our online 			
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City of Santa Ana Monthly Report - April 2016

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			<p>database usage.</p> <p>4.) Track database statistics to monitor growth over the next year.</p> <p>5.) Test arrived materials for the E-Library services plan; follow up with pending quotes and device ordering.</p> <p>6.) Monitor tutor hiring process; three tutors have been approved for hire. Begin the second round of interviews for the 3 tutor positions hired under the GF.</p> <p>7.) Come up with a training procedure and organize office for new employees.</p> <p>8.) Format the remote check out services devices and begin formulating a policy and procedure.</p> <p>9.) Test changes made to iStorytime in January and see if adjustments are needed with the process or policies. Market this program efficiently.</p> <ul style="list-style-type: none"> • 1.) Design a "best practices" tutorial for database usage to increase usage and stats that can be distributed to staff and users. 2.) Research relevant databases for purchase and recommend services to discontinue. 3.) Continue monitoring new device orders and arrival for eLibrary services. 4.) Re-format the iStorytime and ePetting Zoo devices and update the software. 5.) Equipment set-up will be reviewed for functionality at El Salvador Center Computer Lab 6.) Programming and services plan for El Salvador Center Computer Lab in-progress <ul style="list-style-type: none"> • 1.) Research better use of eZoo 2.) Develop staff training for Database usage and Public Database usage to increase stats. 3.) Evaluate new employees' strengths and weaknesses; place them in the most efficient areas to take advantage of skills. 4.) Follow up with MyHeritage Quotes 5.) Formalize a History Database purchase and receive pricing information. 6.) ReFormat the devices for all in house iPads and new devices. 				
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	CDA	Carlos de la Riva	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Expansion of training opportunities for Santa Ana residents 	25%	FY 2014-2015	Ongoing



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<p>results in faster reemployment of Santa Ana's residents).</p>			<ul style="list-style-type: none"> Join Orange County WIOA Transition Team to align sector strategies and career ladders strategies with institutions of higher education. 				
<p>b. Partner with the Santa Ana Unified School District to support and assist in developing pilot youth employment programs aimed at reducing high school dropout rates.</p>	<p>CDA</p>	<p>Carlos de la Riva</p>	<ul style="list-style-type: none"> Collaborate with SAUSD to expand workforce services throughout local schools and related institutions. Promote programs at locations where disconnected youth congregate. Collaborate with the Santa Ana Unified School District's Transitional Partnership Program (TPP) to provide employability services to students with mild/moderate disabilities. <p>Collaboration includes planning of annual Senior Transition Day, and providing information regarding workforce service and helping to emcee the event. TPP participants have been prioritized to be served through the WORK Center federal workforce programs.</p> <ul style="list-style-type: none"> Partner with High School Inc. to conduct professional development and workforce workshops to high school students to prepare them for the world of work. 	<ul style="list-style-type: none"> Expansion and Funding of Training Opportunities for Santa Ana residents. 	<p>40%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>



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<p>c. Continue to expand services and programs at the senior centers specifically in the areas of continuing education, mentoring and recreation.</p>	<p>PRCSA</p>	<p>Jeannie Jurado</p>	<ul style="list-style-type: none"> • Planning to meet with staff and direct them to provide an inventory of services currently provided at both senior centers. • New series of health seminars began to be offered at Southwest Senior Center on March 12, 2015 New series of nutrition seminars began to be offered at Southwest Senior Center on March 24, 2015 • Staff is continuing the program with a second series of health seminars, which began on April 28. Staff is continuing the program with a second series of nutrition seminars, which began on April 30 • Series of nutrition courses is being offered at Southwest Senior Center • Researched new recreation classes options for seniors. • Planned Independence Day Ice Cream Social • Held an excursion to Valleyview Casino for 150 seniors • Hosted "Having Confidence in the Kitchen" seminar for seniors with visibility issues. • Hosted "Knowing Your Tenant Rights" workshop for seniors • Hosted excursion to the Orange County Fair for 60 seniors • Moving Through the City Workshop – Learning about the different ways to travel around the city. • Hosted "Knowing your Tenant Rights" Seminar. • Hosted Fair Housing seminars for seniors at Santa Ana and Southwest Senior Centers. • Hosted a "Voting Registration" workshop at Santa Ana Senior Center. • Hosted a HICAP enrollment clinic at Southwest Senior Center. • Hosted a seminar in Spanish on "Age and Memory" at Southwest Senior Center. • Hosted a Day of the Day Altar building and dedication event at both Senior Centers (11/2/15) Hosted Travel and Leisure workshop in Spanish at the Southwest Senior Center (11/4/15) 	<ul style="list-style-type: none"> • Meetings with staff took place in February 2015 Senior Mobility program and excursions going strong. Senior wellness classes continue at both centers. In process of completing an inventory of services provided at both senior centers. • Inventory of programs and services provided at both senior centers was completed. • 30 seniors participated in the weekly seminars in the first series of health and nutrition seminars. • Over 200 seniors are participating in the various wellness programs and classes at both senior centers. Programs and classes include: Healthy Moves, Healthy Lives; Zumba; Tai Chi; Yoga and Walking Clubs. • Hosted a Father's Day Celebration • Hosted Independence Day Ice Cream Socials at both Senior Centers • Hosted International Day Celebrations at Santa Ana and Southwest Senior Centers. • Hosted Hispanic Heritage Celebrations at Southwest and Santa Ana Senior Centers. • Hosted Halloween Celebration and Costume Contest at Southwest and Santa Ana Senior Centers. • Hosted Thanksgiving Celebrations at both Senior Centers and Volunteer Recognition event at Southwest Senior Ctr. • Hosted Celebrations at Southwest Senior Center (12/11) and Santa Ana Senior Center (12/18) • Hosted a New Year's Celebration at Southwest Senior Center (1/15) and a Lunar New Year's Celebration at Santa Ana Senior Center (1/29) • Hosted the Valentine's Day Celebration and Crowning of 2016 King and Queen at both Senior Centers 	<p>100%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>
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			<p>Hosted HICAP and BEC appointments at Southwest Senior Center (11/17/15)</p> <ul style="list-style-type: none"> Hosted an OC Bus 360 seminar at Santa Ana Senior Center Hosted a monthly Birthday Celebration at Southwest Senior Center Hosted an Early Bird Pancake Breakfast at Southwest Senior Center Hosted a Friendship Theme Spirit Week at Southwest Senior Center Hosted a Senior Crisis Early Intervention Seminar at Santa Ana Senior Center -Hosted a Mutual Consent Seminar at the Santa Ana Senior Center. -Hosted a Senior Scam Stopper Seminar at the Santa Ana Senior Center -Hosted an International Women's Day Celebration activity at the Southwest Senior Center -Hosted a Bingo Extravaganza event at the Southwest Senior Center -Hosted an Easter Egg Hunt activity at the Santa Ana Senior Center -Hosted St. Patrick's Day Celebrations at both Senior Centers 			
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3. Economic Development


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	<ul style="list-style-type: none"> Released RFQ for development of Economic Development Strategic Plan. Received 8 proposals. Economic Development Taskforce interviewed top 4 proposals and made recommendation to hire RSG to develop plan. City Council approved ED Taskforce recommendation to hire RSG to development ED Strategic Plan CDA Staff Kick-off Meeting with RSG to discuss work plan to develop Strategy RSG analyzing data - industry cluster analysis; employment data and commuting patterns (Jobs/Housing analysis), income data. Conducting interviews with City Councilmembers Economic Development Strategic Plan consultant RSG met with OCCORD to obtain input and prospective for the development of the ED Strategy. 	<ul style="list-style-type: none"> Citywide Economic Development Strategy to guide Economic Development activities in Santa Ana. 	80%	FY 2014-2015	FY 2015-2016
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			<ul style="list-style-type: none"> EDSP consultant RSG met with Chamber Santa Ana Economic Development Council for strategy session to develop Plan. EDSP consultant RSG met with Santa Ana Economic Development Taskforce for strategy session to develop Plan. EDSP consultant RSG met with Santa Ana Workforce Investment Board (WIB) for strategy session to develop Plan. Data gathering and analysis portion of the Economic Development Strategic Plan has been completed. Next step is to reach out to the community for input into formulating strategies. Currently scheduling community outreach meetings for input into the ED Strategic Plan. 3 community meetings for the EDSP have been scheduled: November 10th at Delhi Center (6pm); November 16th at Latino Health Access (6pm); and November 21st at Southwest Community Center (9am) EDSP Community Forum held at the Delhi Center. EDSP Community Forum held at Latino Health Access. EDSP Community Forum held at the Southwest Senior Center. Community Forum feedback has been compiled and available on the City's website. http://santa-ana.org/cda/edsp.asp 				
b. Establish a Santa Ana Business Advisory Committee.	CDA	Marc Morley	<ul style="list-style-type: none"> Established Economic Development Taskforce. Hold bi-monthly meetings 	<ul style="list-style-type: none"> Action items from ED Taskforce will be forwarded to Council for approval. Taskforce will guide development of Economic Development Strategic Plan 	100%	FY 2014-2015	FY 2014-2015



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<p>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.</p>	<p style="text-align: center;">CDA</p>	<p style="text-align: center;">Marc Morley</p>	<ul style="list-style-type: none"> • Released RFQ in October. Received 8 proposals. ED Taskforce interviewed top 4 and made recommendation to City Council to hire RSG to develop plan on February 3, 2015. City Council approved recommendation. Kick-off meeting with RSG on March 4, 2015 to discuss workplan to develop Strategy. • Develop new citywide marketing strategy to attract and retain businesses. Work with downtown associations, S. Main street businesses, local Chambers of Commerce on joint marketing strategy. Developing business corridor profiles for citywide business attraction piece. Working with S. Main Merchants on banner program. • Banner program for S. Main being developed. • Business Corridor profiles developed for ICSC convention. • Staff attended the International Council of Shopping Centers to promote Santa Ana for new development and business location opportunities • Designs for S. Main Banner program have been approved. Staff working to procure bids for the installation and maintenance of the banners. • 3 bids for installation of banners have been received. Staff is currently evaluating bids. Final design for banners have been approved. Once installation company is selected, staff will send out banners designs for printing. • Consultant selected to install banners along S. Main. Anticipated installation November 2015 • CDA staff attended the International Council of Shopping Centers (ICSC) in San Diego and met with various brokers, developers, and major retailers on potential sites to locate and develop in Santa Ana. Staff is connected with the over 50 leads from the show. • Request for Proposals for Branding Strategy developed and will be released in February 2016 • RFP released to develop Economic Development website for the Community Development Agency. Proposals due by March 17th. 	<ul style="list-style-type: none"> • New branding and marketing materials for City. Increase in business attraction opportunities to City. 	<p>90%</p>	<p style="text-align: center;">FY 2015-2016</p>	<p style="text-align: center;">Ongoing</p>
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<p>f. Promote local business, reduce retail leakage and improve revenue tax base performance through the development of a "Santa Ana Buy Local Plan".</p>	<p>CDA</p>	<p>Marc Morley</p>	<ul style="list-style-type: none"> • CDA staff met with the Santa Ana Chamber of Commerce to discuss Shop Local Plan • Reviewing Shop Local plans from other Cities • Developed Shop Local outline. Working on Shop Local logo and tagline to develop webpage on City site. • Shop Local website completed and will go live in early June 2015. City will provide local businesses with shopping bags for the program. • Santa Ana Shop Local campaign is now live on the City's website. http://santa-ana.org/cda/shoplocal.asp • Buy Local shopping bags have been ordered and will be distributed at local businesses. • Received Buy Local Shopping Bags. Will be distributing to local businesses and the Santa Ana Public Library 	<ul style="list-style-type: none"> • Shop Local Marketing Campaign 	<p>85%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>
<p>2. Create new opportunities for business/job growth and encourage private development through new General Plan and Zoning Ordinance policies.</p>							



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<p>a. Complete a comprehensive update of the City's General Plan including the development of policies and implementation measures that directly relate to equitable economic development.</p>	PBA	Vince Fregoso	<ul style="list-style-type: none"> Develop RFQ for release to find consultant to help determine the scope of work for the Community Engagement Plan which will form the basis for the General Plan and Zoning Code Update. RFQ for Community Engagement Plan released on 9-20-14. Submittals due back on 10-16-14. Review RFQ submittals for Community Engagement Plan RFCA to enter into contract with selected consultant for Community Engagement Plan Complete and adopt Community Engagement Plan. Release RFP for 20-year Vision Plan. Select consultant for 20-year Vision Plan. Recommend City Council enter into agreement with recommended consultant. Project Kick-off for 20-Year Vision Plan. Complete and adopt 20-year Vision Plan. Two DUI Checkpoints were conducted (June 5 and 19). In addition, four DUI saturation patrols were completed, each consisting of multiple officers conducting DUI enforcement over the span of a weekend. Over 30 DUI arrests resulted from the saturation patrols. Review RFP's and interview top candidates. Present recommended consultant team to City Council Development and Transportation Committee. City Council action to enter into agreement with recommended consultant. General Plan Update Project Kick-off. 	<ul style="list-style-type: none"> Finalize and adopt General Plan update and associated Environmental Impact Report. 	23%	FY 2013-2014	FY 2015-2016
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<p>b. Update the City's Zoning Ordinance to be consistent with the updated General Plan and include equitable, innovative, business friendly zoning practices.</p>	<p>PBA</p>	<p>Vince Fregoso</p>	<ul style="list-style-type: none"> • Complete and adopt Community Engagement Plan. • Release RFP for 20-year Vision Plan. • Complete and adopt 20-year Vision Plan. • General Plan Update Project Kick-off. • Begin initial draft of Zoning Code updates based on initial draft of General Plan Update policies/guidelines. • Initial draft of proposed Zoning Code updates ready for review. • Present final draft of proposed Zoning Code Updates to City Council for review and approval. • Updated Zoning Code effective. 	<ul style="list-style-type: none"> • Finalize and adopt General Plan update, Zoning Code Amendments and associated Environmental Impact Report. 	<p style="text-align: center;">12%</p>	<p style="text-align: center;">FY 2014-2015</p>	<p style="text-align: center;">FY 2015-2016</p>
<p>c. Support business development and job growth along transit corridors through the completion of critical transit plans/projects including: The Fixed Guideway Project, Santa Ana Regional Transportation Center Master Plan, Complete Streets and the General Plan Circulation Element update.</p>	<p>CDA</p>	<p>Marc Morley</p>	<ul style="list-style-type: none"> • Complete Fixed Guideway Project • Complete update of General Plan Circulation element 	<ul style="list-style-type: none"> • 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. 	<p style="text-align: center;">35%</p>	<p style="text-align: center;">FY 2014-2015</p>	<p style="text-align: center;">FY 2018-2019</p>
<p>3. Promote a solutions-based customer focus in all efforts to facilitate development and investment in the community.</p>							



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<p>a. Continue to develop and promote online services such as e-permits, inspections and plan review to increase flexibility and access to City Hall customers.</p>	<p>PBA</p>	<p>Hassan Haghani</p>	<ul style="list-style-type: none"> • Electronic Queuing System - Review of RFP's submitted for electronic queuing system for Development Services Counter • Electronic Queuing System - RFCA to enter into agreement with selected vendor for electronic queuing system • Electronic Queuing System - Finalize scope of work and collect signatures for agreement with selected vendor for queuing system • Electronic Queuing System - Kick-off meeting with selected vendor and stakeholder group - electronic queuing system • Electronic Queuing System - Needs assessment with selected vendor • Online Permits - Review results from stress test (4/1/15) and prioritize additional programming requirements needed before launch. • Online Permits - Project team determination of launch date • Launched online permits • Meet with consultant to finalize floor plan and facility needs for the electronic queuing system. • Meet with consultant to discuss IT needs for queuing system implementation. • Installation of electronic queuing system. 	<ul style="list-style-type: none"> • Implement electronic queuing system for Development Services Counter (Planning, Building, Public Works, Code Enforcement) • Implement an Electronic Plan Review system for building plan check. • Implement online building permit system. 	<p>85%</p>	<p>FY 2013-2014</p>	<p>FY 2014-2015</p>
<p>c. Explore opportunities to encourage a business friendly environment within the city through the reduction of non-essential regulatory requirements, improved coordination between agencies for development review and addition of monetary incentives (e.g. sales tax sharing, enhancing Small-Business Incentive Program, etc.)</p>	<p>CDA</p>	<p>Marc Morley</p>	<ul style="list-style-type: none"> • ED Taskforce approved 24 hour turnaround for inspection. In process of hiring 4 new inspectors and 4 new plan checkers • ED Taskforce reviewed and recommended approval of Adaptive Reuse ordinance • City Council approved Adaptive Reuse Ordinance • ED Taskforce reviewed and recommendation approval for Electronic Plan Check and purchasing new technology for field inspectors to process inspections more efficiently. • In process: Hiring 2 senior plan check engineers; 1 Mechanical plumbing plan check engineer; 3 combo building inspectors, 4 code enforcement officers. 	<ul style="list-style-type: none"> • City Planning and Building department new hires and collaboration which will lead to a more streamlined development process. • Plan Check turnaround time has reduced from 7 weeks to 4 weeks. Building inspection turnaround time has reduced from 5 days to 1.5 days. 	<p>70%</p>	<p>FY 2013-2014</p>	<p>Ongoing</p>



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			<p>Recently hired: 1 Senior Combo Building Inspector, 1 Permit Processor.</p> <ul style="list-style-type: none"> City working to adopt resolution in July to participate in an Orange County Recycling Market Development Zone - with the City of Huntington Beach as the lead agency. City to adopt resolution to designate the City of Santa Ana as a Recycling Market Development Zone (RMDZ) as a participant in the Orange County Recycling Market Development Zone under the lead designation of the City of Huntington Beach at its July 7th Council meeting. City Council adopted resolution to designate the City of Santa Ana as a Recycling Market Development Zone (RMDZ) as a participant in the Orange County Recycling Market Development Zone under the lead designation of the City of Huntington Beach at its July 7th Council meeting. Will begin marketing of the program. 				
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	Victor Negrete	<ul style="list-style-type: none"> 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. Install Wayfinding Signage in and around Downtown Installed streetscape amenities along Wellness Corridor - Bike Racks and benches Redesigning districts for Wayfinding Signage program. First phase will designate parking locations in downtown. City hosted Community meeting for Wayfinding Signage System. Reps from Latino Health Access, Santa Ana Business Council, and Downtown Inc. attended and provided feedback. Staff working with RTKL, consultant to wayfinding signage system, to develop updated wayfinding location plan. Finalizing bid documents for wayfinding signage program. Will be procuring 3 bids in August, 2015. 	<ul style="list-style-type: none"> A cleaner, safer, more attractive Downtown. Increased community engagement. Increased pedestrian and bike safety. 	75%	FY 2014-2015	FY 2015-2016



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			<ul style="list-style-type: none"> Wayfinding bid documents were finalized and sent out to consultants for bidding. It is anticipated that we receive 3 bids by early September for review. Staff received 3 bids for the Downtown Wayfinding project. Internal team is reviewing and will provide a recommendation for City Council in November. 				
b. Create a comprehensive program to manage parking that includes innovative strategies to provide parking, create revenue and enhance accessibility in the downtown.	CDA	Victor Negrete	<ul style="list-style-type: none"> 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. At their August 4th meeting, City Council adopted the Downtown Enhancements and Parking Modernization Plan and amended parking rates in downtown. 	<ul style="list-style-type: none"> A convenient, customer-friendly and safe parking experience for Downtown visitors. Increased revenue for the City and Downtown. 	60%	FY 2013-2014	FY 2014-2015
d. Support the already-established and growing community of artists living and working downtown through support and promotion of artist events and activities.	CDA	Victor Negrete	<ul style="list-style-type: none"> Create strategic marketing plan to promote the arts downtown. Identify and install artistic outdoor elements downtown. 	<ul style="list-style-type: none"> 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. 	40%	FY 2013-2014	Ongoing
e. Encourage downtown entertainment venues and outdoor dining.	CDA	Victor Negrete	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Increased entertainment venues and outdoor dining. 	45%	FY 2014-2015	Ongoing
f. Partner with downtown business and merchant associations to program events that showcase restaurants, shopping and entertainment venues (e.g. bus trolley tour, food festival, craft fairs, farmers' markets, etc.).	CDA	Victor Negrete	<ul style="list-style-type: none"> Creation and implementation of comprehensive downtown marketing plan to attract new businesses and new customers. Downtown business associations currently developing agreement with Anaheim Regional Transportation (ART) to bring tourists from the Anaheim resort district area to Downtown Santa Ana. In partnership with the City, Santa Ana Business Council and Downtown Inc are sponsoring a Anaheim Regional Transportation line from the Anaheim resort area to Downtown Santa Ana. This bus line will commence June 1, 2015. 	<ul style="list-style-type: none"> Define and promote the Downtown Santa Ana brand. Offer a diverse and authentic retail experience to a diverse group of customers. 	50%	FY 2014-2015	Ongoing

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



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<p>a. Identify and market underutilized properties (city and non-city owned) for new development that will create new jobs and expand the City's tax base (e.g. YMCA, 3rd and Broadway parking structure, Saddleback Inn site).</p>	<p>CDA</p>	<p>Marc Morley</p>	<ul style="list-style-type: none"> ● Support redevelopment of YMCA project with streamlined permit process ● Encourage and support development of 3rd and Broadway through concerted business attraction efforts and leads. ● Streamline process for development of Saddleback Inn site. ● Research and inventory other underutilized sites for potential development ● Public Works staff releasing RFP to hire consultant to evaluate, market, and sell city-owned property. ● Executed sale of city-owned property located at 1232 South Bristol Street to Spyglass Investment Group to develop a state-of-the-art dialysis and kidney care center operated by DaVita. It is anticipated that over 40 full time equivalent (FTE) jobs will be added during the construction phase and over 68 permanent FTE jobs once the project has been completed. The types of jobs are skilled positions such as physicians, registered nurse, licensed practical nurses and medical technicians. 	<ul style="list-style-type: none"> ● Completion of YMCA Redevelopment project. ● Completion of 3rd and Broadway development project. ● Completion of Saddleback Inn development project ● City inventory of other underutilized sites for potential development. 	<p style="text-align: center;">60%</p>	<p style="text-align: center;">FY 2014-2015</p>	<p style="text-align: center;">Ongoing</p>
<p>b. Develop a tax base expansion strategy targeting a concentration of interconnected businesses (also known as business clusters) that will result in an increase in the number of high-quality, high-paying jobs.</p>	<p>CDA</p>	<p>Marc Morley</p>	<ul style="list-style-type: none"> ● 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 development to enhance existing cluster industries in the City. ● City/Chamber business retention program formed to outreach to businesses in the City. ● Chamber and City retention team visited 28 businesses in March. ● Chamber and City retention team visited 25 businesses in April. ● Chamber and City retention team visited 23 businesses in May. ● Chamber and City retention team visited 24 businesses in June. In 4 months, 100 total businesses have been visited and several issues have been solved by City staff. ● Chamber and City retention team visited 28 businesses in August. 	<ul style="list-style-type: none"> ● Established and prosperous business sectors will increase sales tax to the City's General Fund. 	<p style="text-align: center;">70%</p>	<p style="text-align: center;">FY 2013-2014</p>	<p style="text-align: center;">FY 2014-2015</p>



City of Santa Ana Monthly Report - April 2016

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			<ul style="list-style-type: none"> Chamber and City retention team visited 28 businesses in September. Chamber and City retention team visited 22 businesses in October. Chamber and City retention team visited 16 businesses in November. Chamber and City retention team visited 27 businesses in December. 				
c. Develop a knowledge base to foster economic development by partnering with non-profit organizations.	CDA	Marc Morley	<ul style="list-style-type: none"> Monthly meetings with Santa Ana Chamber of Commerce Increased collaboration with Orange County Business Council 	<ul style="list-style-type: none"> In partnership with the Santa Ana Chamber of Commerce, formed Economic Development Council which includes representatives from local business stakeholders and organizations. 	35%	FY 2014-2015	Ongoing
4. City Financial Stability							
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.	FMSA	Waldo Barela	<ul style="list-style-type: none"> 1. Obtain asset listings: <ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> Have a comprehensive list of City buildings, facilities and property. 	40%	FY 2014-2015	Ongoing



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<p>b. Increase the accessibility of financial information on the City's website by creating public viewing portals (i.e. City finances, budget process, bid opportunities, etc.).</p>	FMSA	Waldo Barela	<ul style="list-style-type: none"> 1. Identified vendor-OpenGov \$9,500 2. Review vendor & establish agreement 3. Review test-site with vendor 4. Provide budget numbers & reconcile postings 5. Set launch date-December 2015 6. Contract & post 	<ul style="list-style-type: none"> Post historical and budget numbers on interactive website. Post monthly checkbook information on website. 	100%	FY 2014-2015	FY 2014-2015
<p>c. Continue to conduct Community Budget Outreach meetings that provide budget and financial information.</p>	FMSA	Francisco Gutierrez	<ul style="list-style-type: none"> Develop agenda for October 2015 meeting: <ol style="list-style-type: none"> Fiscal Year 15-16 1st Quarter results Five-Year General Fund Financial Forecast CIP Budget Process Update Solicit Community Input 	<ul style="list-style-type: none"> Conduct two Sunshine Ordinance Community meetings and four Budget Outreach meetings during the Fiscal Year. 	100%	FY 2013-2014	Ongoing
<p>d. Develop a fiscal health analysis tool that informs a department of its financial position in order to assist in its decision making process.</p>	FMSA	Waldo Barela	<ul style="list-style-type: none"> 1. Survey departments for required financial indicators 2. Identify portal that properly displays relevant financial information 3. Development of application 4. Portal Setup 5. Portal-go live. 	<ul style="list-style-type: none"> Access by EMT and management to various tools. 	30%	FY 2013-2014	FY 2014-2015
<p>2. Provide a reliable five-year financial forecast that ensures financial stability in accordance with the strategic plan.</p>							
<p>a. Adopt a budget that is an alignment with the financial forecast and strategic plan.</p>	FMSA	Francisco Gutierrez	<ul style="list-style-type: none"> 1. Create a preliminary budget calendar for FY 15-16 2. Submit to CMO for approval 3. Inform EMT 4. Adopt one-year General Fund financial forecast & four-year projection (Feb. 2015) 5. Align proposed FY 15-16 budget with adopted financial forecast 	<ul style="list-style-type: none"> Approve budget calendar; update financial forecast, and have the proposed budget in alignment with the adopted financial forecast. 	100%	FY 2014-2015	Ongoing



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b. Provide quarterly updates on the City's financial forecast to ensure revenues and expenditures reflect the most up-to-date information and analysis.	FMSA	Francisco Gutierrez	<ul style="list-style-type: none"> 1. Prepare 1st Quarter FY 15-16 2. Define baseline forecast and assumptions 3. Review baseline assumptions as it relates to actual revenues & Expenditures 4. Make modifications to the forecast 5. Submit revised forecast to CMO for approval. 	<ul style="list-style-type: none"> Provide updated financial forecasts: Ongoing-Quarterly 	100%	FY 2013-2014	Ongoing
c. Ensure reliable property tax information and development of a property tax forecasting model.	FMSA	Francisco Gutierrez	<ul style="list-style-type: none"> 1. Identify internal stakeholders 2. Develop Request for Proposal 3. Selection of vendor 4. Implement model 	<ul style="list-style-type: none"> Provide updated sales & property tax forecast. 	85%	FY 2014-2015	Ongoing
d. Conduct an assessment of the City's debt and refinancing options to achieve savings.	FMSA	Francisco Gutierrez	<ul style="list-style-type: none"> 1. Review City's current debt & refinancing options 2. Consideration of Financing 800 Mhz Phase II: Continue evaluating for other refinancing opportunities 	<ul style="list-style-type: none"> Refinancing of bonds complete. 	100%	FY 2014-2015	FY 2014-2015
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.	FMSA	Francisco Gutierrez	<ul style="list-style-type: none"> 1. Monitor Utility Users Tax Revenue. 	<ul style="list-style-type: none"> Ordinance prepared for ballot measure November 2014. 	100%	FY 2013-2014	FY 2013-2014
b. Expand the budget and reserve policy to all funds to improve the overall fiscal health of the City.	FMSA	Francisco Gutierrez	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Allocate an appropriate percentage of operations to fund reserves for depts./divisions that utilize internal service, special revenue, and enterprise funds. 	55%	FY 2014-2015	FY 2015-2016
c. Implement a plan to achieve a General Fund budgetary fund balance of 20% of expenditures.	FMSA	Francisco Gutierrez	<ul style="list-style-type: none"> Identify current reserve fund balance & delineate the 20% reserve fund allocation 	<ul style="list-style-type: none"> Develop plan to achieve and maintain the 20% reserve balance. 	100%	FY 2013-2014	FY 2015-2016



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<p>d. Establish a committee of City staff to explore innovative revenue and cost recovery strategies (i.e. full cost recovery, receivership program, etc.).</p>	<p>FMSA</p>	<p>Francisco Gutierrez</p>	<ul 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 	<ul style="list-style-type: none"> • Implement a cost-recovery plan using Miscellaneous Fees and explore innovative revenue sources. 	<p style="text-align: center;">60%</p>	<p style="text-align: center;">FY 2014-2015</p>	<p style="text-align: center;">Ongoing</p>
<p>e. Ensure a citywide coordinated effort to seek grant funding through the establishment of a Grant Coordinator.</p>	<p>CMO</p>	<p>Jorge Garcia</p>	<ul style="list-style-type: none"> • Reinstitute Grants Team quarterly meeting comprised of at least one representative from each Agency/Department to discuss current grants and opportunities for new grants. • Assign SMA from CMO to oversee grants throughout the organization. • Through the Grants Team, identify software/consultant to facilitate grants coordination including seeking new grants, training for staff, tracking, and oversight (i.e. eCivis, GrantsTracker, etc.) • Coordinate grant efforts with State and Federal Liaisons to maximize award. • Held seven telephone calls with State and Federal lobbyist to coordinate Grant Efforts. • Held meetings with the following legislative offices to discuss priorities: Senator Boxer, Senator Feinstein, Assembly member Daly. • Participated in two webinars related to Federal Grants administration/management. • Attended grants meeting for OC-PICH Grant collaborative with Anaheim/Garden Grove. • Discussed upcoming Police, Transportation, and other grant opportunities with both state and federal advocates. • 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. 	<ul style="list-style-type: none"> • The City was awarded a \$3.3 million in State Active Transportation Grant Funding. The grant encompasses six different projects including three Safe Routes to School projects, bike boulevards, Class II bike lanes, and a Complete Streets Plan. • Total grants awarded year-to-date to the benefit of the City of Santa Ana: \$14,088,800 	<p style="text-align: center;">100%</p>	<p style="text-align: center;">FY 2014-2015</p>	<p style="text-align: center;">Ongoing</p>



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			<ul style="list-style-type: none"> Organized federal grant training related to Uniform Grant Guidance for March 11, 2015. There will be 10 staff members in attendance Grants software demonstration scheduled for May 12. This is a centralized grants management solution that would provide assistance in seeking and managing an award. 				
5. Community Health, Livability, Engagement & Sustainability							
1. Establish a comprehensive community engagement initiative to expand access to information and create opportunities for stakeholders to play an active role in discussing public policy and setting priorities.							
a. Develop a comprehensive Community Engagement Plan.	PBA	Verny Carvajal	<ul style="list-style-type: none"> Issued Request for Qualifications (RFQ) to select a consulting team that can provide technical expertise to the City to develop a Community Engagement Plan which will form the basis for all of the City's future public engagement efforts, including those used for the Vision Plan, General Plan and Zoning Code. Deadline for receipt of submittal responses to RFQ. Stakeholder rater kickoff meeting held to go over rater guidelines and distribution of evaluation packages including all responses. "Short List" of potential consultants selected based on RFQ scores determined. Interviews with "short list" of Consultants. 2nd Round of Interviews with top two candidates. Recommendations made to the Development and Transportation City Council Committee regarding recommended consultant. Staff recommendation to shift initial focus of Community Engagement strategy to adopting an engagement policy that will be communicated to each city agency and department. This initial policy material was transmitted by Santa Ana's Communication Manager to the Mayor, Council, and EMT in November 2015. http://santa-ana/imagesantaana/default.asp Presentation to EMT in advance of finalizing Community Engagement policy. Adopted Community Engagement Policy implemented by Santa Ana city agencies and 	<ul style="list-style-type: none"> Increased meaningful and measurable participation from the Community as measured by the level in which members of the community work together with the City in collaborative processes or through formal groups to create policy change, build connections and/or realize a common vision. Develop "tool box" for community engagement that will include monitoring and evaluation to ensure that the adopted plan is achieving its intended purpose and meets or exceeds generally accepted standards for community engagement. 	25%	FY 2014-2015	FY 2015-2016





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			<p>departments. Broader discussions underway with internal and external partners for the purpose of developing a framework for a Community Engagement Plan for Santa Ana. In partnership with the Planning and Building Agency - Community Engagement and Neighborhood Initiatives Division (which is the lead agency on the Community Engagement Policy), the City's Strategic Communications Team is focused on a number elements and protocols needed to ensure the policy's success. This includes elements such as a City Website Styling and Contributing Guide, Social Media Policy and Procedures, Communication Tools Inventory and Matrix (identifying communication channels available citywide, both internal and external), and public relations and media strategies to better serve our diverse community successfully. For your reference, the following are other examples of key community engagement/outreach components we are working collaboratively on:</p> <ol style="list-style-type: none"> 1. Guiding Principles and Framework - three levels of engagement: informing, consulting and involving the community 2. Standards for outreach and accountability to the public 3. Project/Initiative Parameters - identifying project area/scope, target audience, appropriate planning time frames, budgets, areas of responsibility, etc. 4. Design - establishing design criteria, messaging and public relations tools needed to achieve desired goals/outcomes 5. Delivery - finalizing strategies by which identified points of contact/project managers conduct quality control/checks to ensure on-time delivery for successful execution <p>As we proceed, we anticipate that subsequent discussions and updates will be shared with the City Manager's Office, City Executive Management Team, and Mayor/City Council.</p>			
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<p>b. Host a Town Hall meeting twice a year to provide a status report on implementation of strategic initiatives and to seek community comment.</p>	<p>CMO</p>	<p>Robert Cortez</p>	<ul style="list-style-type: none"> • Meetings will coincide with Budget Outreach. Will carry-out marketing and public outreach efforts to increase participation (nixle, public notice, e-mail notification, Facebook, etc.). • Will continue to promote and conduct public outreach efforts to encourage participation (nixle, e-mail notification, Facebook, etc.). • Monthly status reports are post on the City's website to continually inform the community on progress. • Budget Outreach, CIP, and Strategic Plan update is scheduled for October 22, 2015. The following Budget Outreach meeting will be held in March 2016. 	<ul style="list-style-type: none"> • Community meetings were held on 10/29/14 and 3/30/15 in conjunction with the Budget Outreach meeting to report on the progress of the strategic plan. PowerPoint presentations are available on the City's website. • Budget Outreach, CIP, and Strategic Plan updated is scheduled for October 22, 2015. • Next Budget Outreach, CIP, and Strategic Plan updated is scheduled for March 2016. 	<p>100%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>
<p>c. Establish leadership training and community engagement programs that enhance methods of communication, opportunities for community involvement, and create an atmosphere where residents and partner agencies can receive recognition and develop a greater sense of ownership.</p>	<p>CDA</p>	<p>Scott Kutner</p>	<ul style="list-style-type: none"> • With regard to apartment manager training, curriculum developed with Apartment Owners Association of California, OC Fair Housing, SAPD, OCFA , Santa Ana Water Resources and Code Enforcement. Initial two day training attended by 90 apartment managers in mid-February 2015. An additional 85 apartment managers were on the "wait list" and in response, a second training has been offered on April 30th and May 7th. All apartment manager training participants will be reconvened for a refresher session in April 2016. <p>With regard to specialized HOA training, curriculum developed and partnership created with the OC Chapter of the Community Association Institute. Santa Ana has over 100 home owner associations (HOAs) and improved coordination / collaboration with the numerous professional HOA management companies remains an area of focus. Marketing and promotion of this one evening training will begin in February 2016 and the training will be offered in early April 2016.</p> <ul style="list-style-type: none"> • With regard to resident leadership training, curriculum has been finalized and partnerships confirmed which resulted in the offering of a 10 week resident leader training. This training encompassed 10 sessions from June 29th through August 31st 2015 and covered the following topics: <p>* Development of capacity building plans for neighborhood associations * Review of Santa Ana case studies associated with current issues - permanent and temporary homeless shelters; air quality; ground water contamination; IV</p>	<ul style="list-style-type: none"> • Implement for training program for neighborhood associations/residents, troubled home owner associations and apartment manager groups in FY 2014 - 15. Implement resource and recognition programs in FY 2015-16. 	<p>85%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>





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			<p>needle exchange programs; and street widening projects.</p> <ul style="list-style-type: none"> * Community Oriented Policing and Emergency Preparedness * Technology tools to strengthen neighborhood effectiveness including use of new Neighborhood Initiatives user interface, Santa Ana Civic Atlas and Santa Ana Neighborhoods Twitter #. * Strategies and outcomes to influence public policy * Case studies covering mobile vending trucks, Code Enforcement, landlord / tenant/ homeowner associations, conflict resolution and various neighborhood initiatives. * City leadership and values - panel discussion including members of the Santa Ana City Council. * Using networks to leverage resources to drive neighborhood associations forward * Capacity building training sessions. * Graduation celebration and reception <p>Promotion of this training resulted in over 110 residents enrolling in our training. The initial session was presented on Monday, June 29, 2015 was very well received and staff are encouraged that our broader objectives associated with the training will be accomplished. A total of 90 residents participated in the entire 10 week training and this first year of the program was considered very successful. For 2016, staff anticipate reconvening our earlier graduates for a refresher session in April 2016.</p> <ul style="list-style-type: none"> • With regard to annual 2016 award and recognition program, Steering Committee with representatives of community-based organizations formed and kick-off discussions initiated for event planned for April 2016. Partnership discussions have also commenced to partner with the SA Chamber of Commerce and Santa Ana College to strengthen the connection between the local business community and Santa Ana's neighborhood serving organizations. Successful Working group meeting convened on June 12, 2015 including representatives of the Santa Ana Chamber of Commerce, Olive Crest, Child Guidance Centers, WISE Place, Santa Ana College, Santa Ana Unified School District, and Connect to Council. Our conceptual planning for the April 2016 is now complete. Active marketing and promotion of the event will begin in early 2016. More in-depth discussions continue to finalize the offering of training at the event, a speed networking session, the presentation of the 2016 Community Building Awards and resource faire. 			
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<p>d. Expand the use of new technologies including marketing and social media to increase outreach to the community in an effort to promote City programs and initiatives.</p>	<p>CMO</p>	<p>Alma Flores</p>	<ul style="list-style-type: none"> • Continue to explore best practices from other agencies & cities. • Working with Staff & Internal Communications Team to identify additional opportunities for outreach, partnerships and policies for maximum effectiveness • Expand use of video • Increase partnerships • Creating marketing plan • Compile inventory of outreach and communication channels, including specifications and parameters for each. 	<ul style="list-style-type: none"> • 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). • Introduced business testimonials to website, partnerships with Chamber of Commerce, Westfield MainPlace Mall & OC Blues to cross promote. • Partnered with SAUSD to utilize e-flyer distribution to increase outreach. • 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. • Partnered with Parks & Rec. to add City communications and increase public awareness of programs in the Parks quarterly brochure • Partnered with SAUSD on a monthly basis to distribute City News to 40,000 additional families to increase outreach for City programs. • Expand use of new technologies/ video with Shop Local campaign. 	<p>75%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>
<p>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.).</p>	<p>COTC</p>	<p>Maria Huizar</p>	<ul style="list-style-type: none"> • Voter outreach program - partnership at the following events: Día del Niño, Cinco de Mayo, SOMOS, Fiesta Navidad. Also, updated City web information and Facebook, sent out Nixle Alert, and Employee global distribution. 	<ul style="list-style-type: none"> • 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. 	<p>70%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>



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<p>f. Develop a City Community Volunteer/Internship Coordination program.</p>	<p>CMO</p>	<p>Jorge Garcia</p>	<ul style="list-style-type: none"> • Assign SMA from CMO to oversee grants throughout the organization. • Reinststitute Grants Team quarterly meeting comprised of at least one representative from each Agency/Department to discuss current grants and opportunities for new grants. • 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.) • Coordinate grant efforts with State and Federal Liaisons to maximize award. • Held seven telephone calls with State and Federal lobbyist to coordinate Grant Efforts. • Held meetings with the following legislative offices to discuss priorities: Senator Boxer, Senator Feinstein, Assembly member Daly. • Participated in two webinars related to Federal Grants administration/management. • Attended grants meeting for OC-PICH Grant collaborative with Anaheim/Garden Grove. • Discussed upcoming Police, Transportation, and other grant opportunities with both state and federal advocates. • Conducted MBK Local Action Summit • 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. • Organized federal grant training related to Uniform Grant Guidance for March 11, 2015. There will be 12 staff members in attendance • <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. 	<ul style="list-style-type: none"> • 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. 	<p>100%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>
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			<p>6. Held City Manager presentation with interns and conducted networking session.</p> <p>7. Management Intern in Personnel Agency has taken lead role in development of Internship Program.</p> <p>8. Hired an Intern in the Police Department and also in the Finance Department.</p> <p>9. Intern position in development for IT Division to assist with website related projects.</p> <p>10. Meeting with Interns changed from quarterly to monthly.</p> <p>11. Completed two additional monthly meetings with Police Department and Zoo Division of PRCSA.</p> <p>12. Complete the recruitment and onboarding of interns in the Police Department.</p> <p>13. Internship recruitment package being prepared for next year's interns as well as a specific summer internship program for high school students.</p> <ul style="list-style-type: none"> • Developed recruitment for high school students to work during the summer in various city departments. • Received over 40 applications for summer high school internships. Departments have been asked to complete certification forms to begin the selection process. • Requests sent to Department Heads to start next round of year-round interns. 				
g. Establish a Sister Cities program to foster a bond with different communities to promote humanitarian efforts as well as mutual cross-cultural understanding.	CDA	Kelly Reenders	<ul style="list-style-type: none"> • Establish priority region/country for initial Sister City relationship. • Draft formal request to Sister Cities International, Mexican Consulate, and Foreign Ministry of Mexico. <p>Mexico selected as priority country - specifically Guanajuato, Guadalajara, Queretaro, Cuernavaca, and Guadalajara identified.</p> <ul style="list-style-type: none"> • Exploratory trip to responsive cities within Mexico. • Letter sent to Mexican Consulate, subsequent meeting with CM. Currently evaluating city profiles. 	<ul style="list-style-type: none"> • Establish Sister City. 	30%	FY 2014-2015	FY 2014-2015



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<p>h. Develop a 20-year visioning plan.</p>	<p>PBA</p>	<p>Vince Fregoso</p>	<ul style="list-style-type: none"> • RFQ for Community Engagement Plan Released on 9-20-2014 • City Council Action to enter into Agreement with selected Community Engagement Plan Consultant • Complete and adopt Community Engagement Plan. • Release RFP for 20-Year Vision Plan • Select Consultant for 20-Year Vision Plan. Recommend City Council enter into agreement with recommended consultant. • Project kick-off for 20-Year Vision Plan • Complete and adopt 20-Year Vision Plan. 	<ul style="list-style-type: none"> • Complete and adopt 20-Year Vision Plan 	<p style="text-align: center;">5%</p>	<p style="text-align: center;">FY 2016-2017</p>	<p style="text-align: center;">FY 2018-2019</p>
<p>i. Partner with SAUSD, non-profits and stakeholder groups to increase outreach and public awareness of programs and events.</p>	<p>CMO</p>	<p>Alma Flores</p>	<ul style="list-style-type: none"> • Working with Internal Communications Team to identify & form partnerships. • Conducting continuous outreach and exploring new and creative ways to partner. Efforts will be ongoing. 	<ul style="list-style-type: none"> • 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. • Received over 100 entries for the City's and SAUSD's join Pedestrian Safety Poster contest. 	<p style="text-align: center;">60%</p>	<p style="text-align: center;">FY 2014-2015</p>	<p style="text-align: center;">Ongoing</p>
<p>2. Expand opportunities for conservation and environmental sustainability.</p>							
<p>b. Create performance measures to track the City's progress in implementing the Climate Action Plan and other "green" efforts citywide.</p>	<p>PWA</p>	<p>Margaret Mercer</p>	<ul style="list-style-type: none"> • Complete development of the Climate Action Plan 	<ul style="list-style-type: none"> • Draft Climate Action Plan document (ready to start EIR process) 	<p style="text-align: center;">100%</p>	<p style="text-align: center;">FY 2014-2015</p>	<p style="text-align: center;">FY 2014-2015</p>



City of Santa Ana Monthly Report - April 2016

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<p>c. Create a green building policy that incorporates sustainable concepts into residential and nonresidential uses; support demonstration projects and best practices.</p>	<p>PBA</p>	<p>Gerald Caraig</p>	<ul style="list-style-type: none"> Adopt Cal Green and California Energy Codes. 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 	<ul 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. 	<p>90%</p>	<p>FY 2015-2016</p>	<p>FY 2016-2017</p>
<p>3. Facilitate diverse housing opportunities and support efforts to preserve and improve the livability of Santa Ana neighborhoods.</p>							
<p>a. Continue to explore options citywide regarding the re-use of commercial or industrial buildings that are currently underutilized or vacant for mixed-use residential projects.</p>	<p>CDA</p>	<p>Judson Brown</p>	<ul style="list-style-type: none"> 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. Reviewing housing successor agency owned properties that are currently vacant for upcoming Request For Proposals (RFP) for affordable housing development or sale of properties. CDA staff will work with other City agencies to analyze and capitalize on these sites. After review of appraisals and housing successor agency owned properties, staff developed an RFP for the development of some of the properties for affordable housing. Housing Funds RFP submittal deadline of August 21, 2015, including sources and uses for adaptive reuse and development of underutilized parcels. Review Panel has reviewed the four proposals and recommended moving forward with the highest scoring proposal. The project is an adaptive reuse and development of an underutilized office building. City Council approved the RFP award for the Santa Ana Arts Collective project. 	<ul style="list-style-type: none"> Appraisal firm being considered to appraise City properties. RFP may be issued sometime in May and June. Staff is working with Parks/Rec regarding development of City properties on 6th St. Appraisals complete for Housing Authority-owned properties. RFP for Housing Authority owned properties is anticipated to be released during fiscal year 2015/2016. Staff continues to work with Parks/Rec regarding the development of Housing Authority owned properties on 6th Street The Community Redevelopment and Housing Commission recommended an affordable adaptive reuse project for City Council approval that will development an underutilized office building within the City of Santa Ana. City Council approved an affordable adaptive reuse project hat will reuse an underutilized office building within the City of Santa Ana to create affordable housing for low-income families. 	<p>60%</p>	<p>FY 2013-2014</p>	<p>Ongoing</p>
<p>b. Ensure compliance with the City's Housing Opportunity Ordinance by requiring rental and ownership housing projects that meet specified criteria provide a minimum of 15% affordable units.</p>	<p>PBA</p>	<p>Melanie McCann</p>	<ul style="list-style-type: none"> Complete and adopt Harbor Boulevard Mixed Use Transit Corridor Plan. Develop Housing Opportunity Ordinance guidelines for implementation. Utilize in-lieu fees to develop affordable housing. Ensure developments providing affordable housing within the development project site remain in compliance. 	<ul style="list-style-type: none"> In FY 2013/14 City Council approved 5 inclusionary housing units and \$1,475,000 of in-lieu fees through the Housing Opportunity Ordinance. In FY 2014/15, City Council has approved 12 ownership inclusionary housing units and \$484,575 of in-lieu fees through the Housing Opportunity Ordinance. 	<p>100%</p>	<p>FY 2013-2014</p>	<p>Ongoing</p>



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			<ul style="list-style-type: none"> Update the Housing Opportunity Ordinance to allow for more consistent application and promote on-site development of affordable units through the allowance of development concessions. 				
<p>c. Provide that Santa Ana residents, employees, artists and veterans receive priority for affordable housing created under the City's Housing Opportunity Ordinance or with City funding to the extent allowed under state law.</p>	CDA	Judson Brown	<ul style="list-style-type: none"> RFP created for use of funds specified City housing preferences. RFP for housing fund was released on June 1, 2015 which included preferences established in the Strategic Plan. The Housing Authority Wait list will be opening on July 1 for 30 days. Preferences allowed are for those that live/work in the City and Veterans. Housing Funds RFP submittal deadline of August 21, 2015. RFP is for affordable housing within the City of Santa Ana and includes priorities for Santa Ana residents, employees, artists and veterans. A review panel interviewed and rated the four submitted proposals and recommended the highest rated proposals. The Community Redevelopment and Housing Commission recommended award of the Housing Fund RFP to an adaptive reuse affordable housing project with an artist-preference. The project was approved by City Council on November 3, 2015 for approval of the RFP award and pre-loan commitment. Staff is currently working on loan agreements that will be presented in City Council in early 2016. 	<ul style="list-style-type: none"> Housing funds RFP was released on June 1, 2015 and closed on August 21st, 2015 with allowable uses for Artists and Veterans as allowed by the various sources of funds. The City is updating its five year consolidated plan for HUD funding. The City has allowed for the use of Artists preferences for future HOME funded activities as allowed by the HOME regulations. Housing Funds RFP submittal deadline. The RFP includes priority for Santa Ana residents, employees, artists and veterans for affordable housing, as allowed by HUD regulations. The Community Redevelopment and Housing Commission recommended award of the Housing Fund RFP to an adaptive reuse affordable housing project with an artist-preference. The project will go to City Council on November 3, 2015 for approval of the RFP award and pre-loan commitment. The Housing Authority of the City of Santa Ana initiated the voucher process with 125 Veterans from the 2015 HCV Waitlist in the month of October 2015. The Housing Authority Waiting List was opened from July 1st - 30th, 2015. A total of 16,375 applications were submitted. A random lottery was conducted and 5,000 randomly selected and placed on the Waiting List. The City Council approved an award and pre-loan commitment from the Housing Fund Request for Proposals (RFP) for an adaptive reuse affordable housing project with an artist-preference. 	92%	FY 2013-2014	Ongoing



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<p>d. Continue to implement the Emergency Shelter and Transitional Housing Ordinance (SB-2) to locate facilities for homeless shelters within the Light Industrial (M-1), Heavy Industrial (M-2) or Specific Development (SD) zones which meet all of the required</p>	<p>CMO</p>	<p>Alma Flores</p>	<ul style="list-style-type: none"> Conducting continuous outreach and exploring new and creative ways to partner. Efforts will be ongoing. 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. Draft Management and Operation Plan for the Salvation Army Expansion (75 beds) is currently under review. 	<ul style="list-style-type: none"> 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. Presentation to the Public Safety Committee on 3/24/15 and received direction to pursue partnership with the County of Orange to select a site and discuss in particular the parking lot next to Building 16 to establish a Homeless Property Check-In Center. Facilitated stakeholders meeting with key neighborhood leadership to discuss Salvation Army W. Edinger temporary shelter site. Approximately 12 stakeholders attended along with City staff from Neighborhood Improvement, CMO, PBA, and PD. A wider community outreach meeting will be held on May 14th. 	<p>20%</p>	<p>FY 2013-2014</p>	<p>Ongoing</p>
<p>4. Support neighborhood vitality and livability.</p>							
<p>a. Support the design and construction of parks to provide increased open space and opportunities for recreation throughout the city. Construct the Roosevelt Walker Park and Community Center, and develop concepts and proposals for the Library Park in Civic Center and Centennial Santa Ana River Eco-Park.</p>	<p>PRCSA</p>	<p>Ron Ono</p>	<ul style="list-style-type: none"> Prepare concept plans for Pacific Electric Park, Vista del Rio Park, Roosevelt/Walker Joint Use Park, Centennial Eco-Park and Library Park. The PRCSA is refining the concept plan for Pacific Electric Park with the architect. A Community meeting to discuss Vista Del Rio Concept Plan will be scheduled. 1) Roosevelt/Walker Joint Use Park- Construction documents in Department of State Architects for plan check. Met with architect on 11/10/15 to refine/approve site plan. Estimate bid advertisement in Winter 2015. 2) Pacific Electric Park – Architect submitting design development details for approval. 3) Vista Del Rio Park – Met with architect on 11/3/15 to refine concept plan. Re-submittal of concept plan being reviewed and will be forwarded to architect by end of the month. 4) Centennial Eco-Park – project on hold for further discussions. 5) Library Park – Community in-put meeting completed. Project continuing. 	<ul style="list-style-type: none"> Architect starting development plans for Pacific Electric Park. Close to securing 100% funding for Pacific Electric Park and the Vista del Rio Park. Roosevelt Comm. Center architectural plans sent to Department of State Architects for approval. Began early planning for developing landscape and open space improvements around the Main Library and Centennial Eco-Park. The concept and status of Pacific Electric Park was discussed at the Board of Recreation and Parks meeting. The PRCSA received additional community input supporting project. PRCSA was awarded a CDBG grant for the remaining funds (\$1,460,234) needed to complete the Pacific/Electric Park. PRCSA also received \$500,000 in CDBG funds for new playground improvements at various parks. Continuing to provide project architects directions on project. 	<p>51%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>



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<p>b. Improve neighborhood quality by locating or providing access to complementary services and public facilities, including access to health food options (community gardens, farmer's markets, corner markets, cottage food) in neighborhoods.</p>	<p>PRCSA</p>	<p>Jeannie Jurado</p>	<ul style="list-style-type: none"> Will be scheduling a meeting with Planning and Building and CDA staff to discuss this strategy. 	<ul style="list-style-type: none"> Began making plans to launch this effort in FY15/16. 	<p>3%</p>	<p>FY 2014-2015</p>	<p>FY 2014-2015</p>
<p>c. Leverage private resources to support neighborhood associations and effectively address neighborhood issues by partnering with intra-agency teams, community-based organizations, non-profits and faith-based organizations that are invested in Santa Ana.</p>	<p>CMO</p>	<p>Scott Kutner</p>	<ul style="list-style-type: none"> Develop criteria and a process for identifying improvements, initiatives and areas that staff intend to focus upon for resource investments and partnerships. Initial focus on Cedar Evergreen and Townsend Raitt neighborhoods - launching efforts in concert with availability of City Council CDBG funding allocations. Focus includes troubled HOAs including Bishop Manor and Townsquare. Initial projects are focused on enhancing the safety and security of residents of these troubled areas through installation of state of the art video security systems monitored by third parties off site. Discussions now underway with the Orange County Community Foundation to secure PRI (program related investment) in the form of low-interest rate financing or credit enhancement to enable troubled HOAs to quality to finance the proposed security improvements. A determination on this "ask" is expected in August 2015. 	<ul style="list-style-type: none"> 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 	<p>75%</p>	<p>FY 2015-2016</p>	<p>Ongoing</p>
<p>d. Implement new Neighborhood Improvement Initiatives focusing on residential areas that have been adversely affected by disinvestment and decline. Program and services from a variety of resources will be utilized to achieve positive and sustainable improvements.</p>	<p>CMO</p>	<p>Scott Kutner</p>	<ul style="list-style-type: none"> Criteria developed and a process for identifying improvements established. During the 2014-15 FY, Neighborhood Initiatives staff will focus on the Cedar Evergreen and Townsend Raitt neighborhoods for the purpose of resource investments and partnerships. CDBG funding to support these neighborhood initiative areas approved by City Council on April 21, 2015. 	<ul style="list-style-type: none"> Selection of residential area and implement strategies that will enhance quality of life through investment resources, programs and services in target area. 	<p>75%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>



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<p>e. Implement innovative code enforcement practices and strategies including the use of volunteers, enhanced technologies and increased collaboration with other City departments and outside agencies to address critical livability issues citywide (e.g. overcrowding, absentee landlords, landlord/tenant rights and responsibilities, etc.).</p>	<p>PBA</p>	<p>Alvaro Nunez</p>	<ul style="list-style-type: none"> • Volunteer Program to address non-life safety violations. • Hire (2) additional Community Preservation Inspectors. • Continue to collaborate with the Police Department and City Attorneys Office on Medical Marijuana Enforcement. • Partner with Orange County Social Services to address Hoarding and other Mental Health Issues. • Community Preservation Inspector Exam - Personnel • Community Preservation In-house Interviews • Eligible candidates list to Community Preservation Manager for selection • Finalize selection process. Route Cert for signatures. • New Employee selection process completed and start date for approved FY 15-16 Community Preservation Inspectors was completed on June 16, 2015. • in conjunction with the SAPD, successfully closed (5) marijuana grow operations. • in partnership with SAPD and City Attorney's Office, we have been able to close 60 marijuana dispensaries. 	<ul style="list-style-type: none"> • Inter-departmental task-force with OCFA, Police Department, O.C. Social Services. • Implement mobile work-station technologies. 	<p>55%</p>	<p>FY 2013-2014</p>	<p>FY 2014-2015</p>
<p>5. Promote a strong arts and culture infrastructure.</p>							
<p>a. Work closely with the Arts and Culture Commission and local artist organizations to develop an Arts Master Plan which will ensure all cultural programming, events and activities receive appropriate attention and resource support.</p>	<p>CDA</p>	<p>Kelly Reenders</p>	<ul style="list-style-type: none"> • The Arts and Culture Commission to adopt Bylaws and begin process for Master Plan RFP development. Coordinate event for artists. Request for Proposals for Arts Master Plan released on February 5, 2015. Proposals due on March 5, 2015. 6 proposals received and in process of being evaluated. • The Arts and Culture Commission reviewed and ranked the submissions for the Arts and Culture Master Plan. The Cultural Planning Group was recommended and will be considered at City Council on May 5, 2015. • City Council approved recommendation and a contract was executed with the Cultural Planning 	<ul style="list-style-type: none"> • 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. 	<p>65%</p>	<p>FY 2014-2015</p>	<p>FY 2015-2016</p>



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			<p>Group to develop the Arts and Culture Master Plan. A schedule and work plan is currently being developed.</p> <ul style="list-style-type: none"> Cultural Planning Group presented to Arts and Culture Commission. Arts Master Plan Steering Committee met and collaborated on outreach. Multiple stakeholder interviews held. Community engagement week established for January during next site visit. 				
b. Generate public and private support and resources to strengthen, expand and stabilize funding for the arts.	CDA	Kelly Reenders	<ul style="list-style-type: none"> Develop and identify arts related financing and funding opportunities for the Artist Community. The Arts and Culture Commission is recommending the Investing in the Artist Grant Opportunity to solicit project proposals from emerging and established artists and arts organizations. The Arts and Culture Commission will be evaluating and selecting the applications for awards in the amounts of \$5,000 and \$10,000 to enrich and invigorate the Santa Ana arts and culture landscape. City Council approved the Investing in the Artist grant opportunity. The City is currently accepting applications for artist and arts organization grant funds in the amounts of \$5,000 and \$10,000. Arts and Culture Commission is currently reviewing and scoring Investing in the Artist grant applications and will recommend awards for City Council approval at its August 4th Council meeting. City Council awarded recommended artist grantees Contracts with grantees executed and projects and programs are underway 	<ul style="list-style-type: none"> Developed grant application to fund artists. 	85%	FY 2014-2015	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	<ul style="list-style-type: none"> Multiple events supporting arts and culture have been completed and some are in the process of being planned. 	<ul style="list-style-type: none"> Several Events have been completed: Plaza Primavera, Dia del Nino, Cinco de Mayo, 4th of July, Plaza Wellness, and Fiestas Santa Ana, SOMOS events, and Plaza Santa Ana Tree Lighting. In addition, an Artist mixer was held at SARTC in December 2014. 	65%	FY 2013-2014	Ongoing



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d. Create policies and guidelines for public art.	CDA	Kelly Reenders	<ul style="list-style-type: none"> This strategy will be discussed at a future Arts and Culture Commission meeting and as part of the Arts and Culture Master Plan process. The Arts and Culture Commission met and discussed phase 2 of the pilot program for painting utility cabinets in and around downtown Santa Ana. This phase 2 program will be reviewed and considered at the June Arts and Culture Commission meeting. At its June 18th Arts and Culture Commission, Phase 2 of the pilot program for painting utility cabinets around downtown Santa Ana was approved and the recommendation was forwarded to the City Council for approval at its July 7th Council meeting. Deadline closed for 2nd phase utility box cabinets and 22 submittals are currently under review. Arts and Culture Commission has recommended approval for painting seven utility cabinets citywide, one in each Council Ward and one at-large location. Recommendation will go to City Council on December 15, 2015 Researching best practices for establishing a policy relating to murals 	<ul style="list-style-type: none"> Development of policies and guidelines for public art 	55%	FY 2014-2015	FY 2015-2016
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	<ul style="list-style-type: none"> Review of website outline to identify strengths and weaknesses in preparation for further development and implementation, starting with Area 4. Interns will continue to develop a comprehensive website promoting the city's fitness parks. 	<ul style="list-style-type: none"> Plans are being developed in order to launch this strategy in FY 15/16. Outline of general get-fit resources was completed and it is being analyzed. Wellness Education Interns have begun developing a website to promote the city's fitness parks. Wellness Program Website draft is complete and pending approval to be activated 	90%	FY 2015-2016	FY 2015-2016
b. Incorporate the improvement of walking and biking lanes as well as the development of a citywide bike master plan into the Circulation Element of the City's General Plan.	PBA	Melanie McCann	<ul style="list-style-type: none"> Work with 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 C.I.P. that support health and active transportation. 	<ul style="list-style-type: none"> 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. 	75%	FY 2013-2014	FY 2014-2015



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			<ul style="list-style-type: none"> Incorporate health goals, policies and implementation plans that address health in the General Plan. Incorporate health policies and standards in a Zoning Ordinance Amendment to promote wellness and sustainability in the physical environment. 				
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	<ul style="list-style-type: none"> 1. Prepared the job specifications, hiring justifications and supplemental questioners for 4 Wellness Education Interns (1 Senior Admin Intern & 3 Admin Interns). 2. Recruitment for the hiring of 4 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 Saturdays from 9am to 2pm Gardening workshops are being offered on Monday afternoons and Saturday morning at Madison Community Garden and on Wednesday mornings and Saturday afternoons at Jerome Community Garden. Participants were harvesting at community gardens Gardening workshops are being offered on Monday afternoons and Saturday morning at Madison Community Garden and on Wednesday mornings and Saturday afternoons at Jerome Community Garden. Community Garden Program planning and evaluation meeting with core volunteers Implement new gardening workshops: Gardening Habitat and Roles to Gardening; Soil Preparation for New Plant Season and Harvest; Seed Germination; Compost, Decomposition and Soil Preparation; Vertical Planting Implemented new gardening workshops: Introduction to Plan Parts, Identification of Common Plants, Introduction to Succulents. Implemented new workshops on Vertical Planter Creation and Using Home Recyclables as Planters. 20 youth between the ages of 6 and 12 completed the Youth Fitness Challenge at Jerome Center. 	<ul style="list-style-type: none"> 1. Applications were reviewed and interviews were held in December. Interns were hired. 2. Community members and interested groups are visiting and working at the Jerome Community Garden on a regular basis. A group of volunteer leaders is meeting with city staff on a monthly basis to plan for programming and maintenance of the Jerome Garden. The Senior Admin Intern and 1 Admin Intern have begun working. Staff recruited volunteers and held tree give-away. Plan identification project at Jerome and Madison gardens completed. Implemented new Gardening Workshops. Prepared gardens and planted seasonal fruits and vegetables. Implemented a weekly Youth Fitness Challenge program at Jerome Center. Presented proposal to Executive Director on Raised Bed Gardening community workshops. Hosted a Volunteer Recognition event at Jerome Community Garden 25 people participating in Raised Bed Gardening workshops at Jerome and Madison Community Gardens 49 people participating in Jerome and Madison Community Garden Workshops 95 people of all ages participated in Jerome and Madison Community Garden Workshops. 	100%	FY 2014-2015	FY 2018-2019



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			<ul style="list-style-type: none"> Promote and register participants for Raise Bed Gardening workshops Prepare for the opening of El Salvador Community Garden Distributed raised bed kits to participants who completed gardening workshop series. Prepared for and co-hosted the Grand Opening of the El Salvador Community Garden. Hosted gardening workshops on topics including: Plan parts, root system, pollination, composting, transplanting and harvesting at Jerome and El Salvador Community Gardens. 				
d. Partner with the California Endowment, Schools, charitable foundations and other non-profit organizations to implement health and wellness programing (including a healthy Santa Ana website) based on quantifiable and measurable data.	PRCSA	Jeannie Jurado	<ul style="list-style-type: none"> The Agency continues to be an active partner in the Santa Ana Building a healthy community and is working with schools and multiple non-profits to advance health and wellness programs in Santa Ana. Plan, promote and implement Plaza Wellness event in Downtown Santa Ana on August 29, 2015, including on-line registration, which is planned for 7/7/15 Research, request quotes and select race management company to assist with Plaza Wellness 5K race. 	<ul style="list-style-type: none"> In progress of developing a list of all Agency programs and activities that add to Health and Wellness improvements in Santa Ana. Presented plans for Plaza Wellness at Healthy Cities Committee meeting chaired by Councilwoman Martinez Open registration for Plaza Wellness 5K Race. Hosted Plaza Wellness event in Downtown Santa Ana with over 1900 registered participants. 	50%	FY 2014-2015	Ongoing
e. Expand Senior Center programing to provide greater enrichment and explore activities in art, culture and health.	PRCSA	Jeannie Jurado	<ul style="list-style-type: none"> Added more programming to Senior Centers and strengthen the impact of existing services at the Center. Will continue in this direction. Partnership with the Bowers Museum to offer monthly arts classes at the Southwest Senior Center began on March 25. 20 seniors participated in a paper umbrella painting project. Program staff is continually holding classes for seniors. Onsite arts and crafts workshops offered by various providers Offered a variety of activities ranging from safety in the kitchen for seniors with poor or diminishing visibility, to bracelet making, drumming workshop and vegetable gardening. 	<ul style="list-style-type: none"> Meetings with Staff took place in February 2015. More programming to Senior Centers have been added. Cake decorating and art classes begin to be offered at the Southwest Senior Center 60 seniors participated in pen decorating classes and other art classes throughout the month of April. 40 seniors participated in the Treasures Program at Bowers Museum 40 seniors participated in the Treasures Program at Bowers Museum New arts, culture and health programs implemented at both senior centers. 	100%	FY 2014-2015	Ongoing



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			<ul style="list-style-type: none"> Offered a variety of activities ranging from Medicare/Medicaid workshops, to fan decorating classes to succulent gardening. Held a Braille Institute Arts and Crafts Workshop, two Bowers Museum Art Workshops, and a Diabetes Management Workshop. Medical/Medicare Enrollment Options workshop at Southwest Senior Center. Depression and the Elderly workshop at Santa Ana Senior Center. Hosted a "Managing Hypertension" workshop at Southwest Senior Center. Hosted a seminar in Spanish on "Staying Active" at Southwest Senior Center. Hosted a seminar in Spanish on "Nutrition and Exercise" at Southwest Senior Center. Hosted a seminar on "Osteoporosis" at the Santa Ana Senior Center (11/19/15) Hosted a seminar in Spanish on "Reducing Stress" at Southwest Senior Center (11/24/15) Hosted a Healthy Habits, Healthy Lifestyle Seminar at Southwest Senior Center. Hosted a Medication Safety Talk at Southwest Senior Center. Hosted a Medicare Essentials workshop at the Santa Ana Senior Center Hosted a series of Nutrition Classes at Southwest Senior Center Hosted a seminar on Moods, Meds & Alcohol: Enjoying Wisely at Santa Ana Senior Center -Hosted Nutrition Class # 5 at the Southwest Senior Center -Hosted series of Healthy Living workshops at the Santa Ana Senior Center -Hosted a Brown Bag Medication Seminar at the Southwest Senior Center -Hosted a Health Insurance Talk at the Santa Ana Senior Center -Conducted an Emergency Evacuation Drill at the Santa Ana Senior Center 	<ul style="list-style-type: none"> New and existing arts, culture and health programs and activities were implemented at both senior centers. Hosted a "Doctor Talk" seminar. 50 senior from both centers took part in the Bowers Museum Treasures program 40 seniors from both centers took part in the Bowers Museum Treasures program. 32 seniors from both centers took part in the Bowers Museum Treasures program and onsite art classes 28 seniors from both centers took part in the Bowers Museum Treasures program and onsite art classes 30 seniors from both centers took part in the Bowers Museum Treasures program and onsite art classes. 			
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City of Santa Ana Monthly Report - April 2016

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<p>f. Incorporate health, wellness, and equity into all applicable policies and plans (e.g. General Plan, Comprehensive Economic Development Strategy, Capital Improvement Plan, etc.)</p>	PBA	Melanie McCann	<ul style="list-style-type: none"> Complete Update of General Plan Circulation Element Engage Planning Division in interagency staff review of Draft Economic Development Strategic Plan. 	<ul style="list-style-type: none"> Health and Wellness principles included in Economic Development Strategy documents. 	10%	FY 2014-2015	Ongoing
<p>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).</p>	PRCSA	Jeannie Jurado	<ul style="list-style-type: none"> Evaluating the success and lessons learned from the October 5 event. The SOMOS event has been scheduled for November 8, 2015. Met with Coalition to prepare for November 8th SOMOS event. Hosted and participated in the HEAL Cities Campaign– Complete Park Systems Listening Session held at Garfield Community Center Discuss area business promotion plan, review final drafts for Save the Date card, route map and event theme. Hosted planning committee meeting for SOMOS 2015 Event. Committee members offered various recommendations to enhance this year's event. Completed event advertising and promotion strategy Conducted a post event evaluation on SOMOS with staff, planning committee and other stakeholders. 	<ul style="list-style-type: none"> Plans are in the works for SOMOS 2015: 2/12/15 A Healthy Cities Committee meeting took place, this was led by Councilwoman Martinez, and SOMOS was on the agenda. 2/19/15 PRCSA met with Santa Ana Merchants regarding the 2015 plans for SOMOS. Presented tentative plans on SOMOS 2015 at the Healthy Cities Committee meeting chaired by Councilwoman Martinez. Met with business representatives in the South Santa Ana Business District to discuss their participation in SOMOS 2015. Held a SOMOS Planning Meeting with Fun & Active Programming Committee Hosted a SOMOS planning meeting to finalize application document and activity areas. Hosted a SOMOS planning meeting to finalize event layout. Hosted Second Annual SOMOS Event with over 5000 people participating throughout the day. 	100%	FY 2014-2015	Ongoing
6. Community Facilities & Infrastructure							
1. Establish and maintain a Community Investment Plan for all City assets.							
<p>a. Develop a complete inventory of all assets to determine the scope of improvements needed to sustain the City's current infrastructure investment.</p>	PWA	Margaret Mercer	<ul style="list-style-type: none"> Develop classification of infrastructure assets Conduct physical inventory of existing infrastructure assets 	<ul style="list-style-type: none"> Infrastructure Asset Inventory 	35%	FY 2013-2014	FY 2014-2015
<p>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.</p>	PWA	Margaret Mercer	<ul style="list-style-type: none"> Define "high quality of life standard" for each asset type Assess current state of assets Perform gap analysis 	<ul style="list-style-type: none"> Develop investment baseline 	10%	FY 2014-2015	Ongoing



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d. Explore creative financing options with private property owners amenable to share the costs associated with infrastructure improvements (i.e. assessment districts).	PWA	Margaret Mercer	<ul style="list-style-type: none"> Identify potential projects/programs by land use Identify potential projects/programs by asset type Identify potential projects/programs by creative financing method 	<ul style="list-style-type: none"> List of project candidates 	100%	FY 2015-2016	FY 2015-2016
e. Prepare a Community Investment Program as part of the citywide budget process that identifies new or expanded capital needs and their funding strategies.	PWA	Margaret Mercer	<ul style="list-style-type: none"> Expand existing FY 14/15 Capital Improvement Program/Community Investment Program as part of citywide FY 15/16 budget process 	<ul style="list-style-type: none"> Complete list of funded and unfunded projects/programs 	65%	FY 2013-2014	FY 2015-2016
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	Margaret Mercer	<ul style="list-style-type: none"> Perform timely asset condition assessments Update CIP 	<ul style="list-style-type: none"> Revised list of funded/unfunded projects/programs for FY 15/16 budget 	30%	FY 2015-2016	Ongoing
g. Develop and implement the City's Capital Improvement Program in coordination with the Community Investment and Deferred Maintenance Plans (e.g. transit vision, street car, fixed guideway project, SARTC master plan, Bristol Street widening, neighborhood streets, traffic improvements, park facilities, sportsfields, soccer fields, senior centers, bike master plan, etc.)	PWA	Margaret Mercer	<ul style="list-style-type: none"> Monitor implementation of planned projects 	<ul style="list-style-type: none"> High on-time project delivery rate 	95%	FY 2014-2015	Ongoing
h. Complete water/waste water rate study to ensure adequate resources to capture critical long-term capital needs.	PWA	Margaret Mercer	<ul style="list-style-type: none"> Update rates analysis - prepare an annual rate evaluation 2016/17 Water & Sewer Rate Study 	<ul style="list-style-type: none"> Recommended rates adjustment 	100%	FY 2014-2015	FY 2014-2015
i. Assessment and development of a citywide Information Technology Master Plan to include elements such as Wi-Fi in City facilities including recreational/senior centers, PC/server/equipment replacement plan, information security, disaster recovery plan, etc.	CMO	Robert Cortez	<ul style="list-style-type: none"> Development of Draft Citywide IT Strategic Plan Released RFP to seek a qualified consultant to assist with the assessment of the IT throughout the organization Selection of consultant and commence assessment Conduct 27 employee workshops (24 completed thus far) Present findings, recommendations and budget requests to CM, EMT, FEDT and City Council as part of the 2015-16 budget. Presented the assessment and roadmap to FEDT Council Committee on 7/13/15. Assessment recommendations and funding request 	<ul style="list-style-type: none"> Conduct IT Assessment (5-6 month process) Development of implementation roadmap Prioritize and implement recommendations Finalize IT Strategic Plan and Implementation Roadmap Seek City Council funding approval 	100%	FY 2014-2015	FY 2015-2016



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			<ul style="list-style-type: none"> will be presentation during the City Council retreat on 8/18/15. City Council allocated over \$2M in 2014-15 surplus allocation funds for the 1st year of the ITSP Recruitment and selection of the Chief Technology Innovations Officer (CTIO). 				
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	Margaret Mercer	<ul style="list-style-type: none"> Coordinate a scoping meeting with other City agencies and determine user requirements 	<ul style="list-style-type: none"> Schedule for development of the Deferred Maintenance Plan 	10%	FY 2014-2015	Ongoing
b. Utilize a five-year Deferred Maintenance Plan to strategize and finance funded and unfunded needs.	PWA	Margaret Mercer	<ul style="list-style-type: none"> To follow completion of 6.2.a 	<ul style="list-style-type: none"> TBD 	0%	FY 2016-2017	Ongoing
7. Team Santa Ana							
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	<ul style="list-style-type: none"> Developing a Customer Service Training program to be offered in early 2015. 	<ul style="list-style-type: none"> Provide a standardize approach to working with the Citizens of Santa Ana. 	50%	FY 2014-2015	Ongoing
b. Annually conduct a statistically valid random-sample community satisfaction survey to assess satisfaction with the delivery of major City services.	CMO	Alma Flores	<ul style="list-style-type: none"> Identify best practices from neighboring Cities & Agencies Identify three agencies to conduct the survey & how it will be implemented Determine if an RFP will be needed Create Community Survey Implementation 	<ul style="list-style-type: none"> 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 2014-2015	Ongoing
c. Conduct an annual volunteer "day of service" where City employees volunteer in the community.	CMO	Jorge Garcia	<ul style="list-style-type: none"> Established the list of working group members to discuss planning of event. Meetings will begin in mid-February to discuss. 	<ul style="list-style-type: none"> TBD 	5%	FY 2014-2015	Ongoing
2. Establish communication plans to engage and inform employees and the community about City activities.							



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<p>a. Use City display cases to inform and showcase each department to the community.</p>	<p>CMO</p>	<p>Alma Flores</p>	<ul style="list-style-type: none"> • 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. • 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. 	<ul style="list-style-type: none"> • Roll out of schedule is underway. 	<p>100%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>
<p>b. Develop communication policies addressing the type of matters that will be promoted to employees/public and the internal process to ensure timely distribution.</p>	<p>CMO</p>	<p>Alma Flores</p>	<ul style="list-style-type: none"> • 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. • Identify best practices in policies from other Cities & Organizations 	<ul style="list-style-type: none"> • 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. 	<p>50%</p>	<p>FY 2014-2015</p>	<p>FY 2014-2015</p>
<p>c. Utilize new technologies such as Facebook, Twitter, Nixle and CTV3 to interact with employees and the community.</p>	<p>CMO</p>	<p>Alma Flores</p>	<ul style="list-style-type: none"> • Intranet redesign. • Expanded use of video. 	<ul style="list-style-type: none"> • 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. 	<p>65%</p>	<p>FY 2014-2015</p>	<p>Ongoing</p>
<p>d. Invest in software/resources that will help streamline the flow of information to City staff and the public.</p>	<p>CMO</p>	<p>Alma Flores</p>	<ul style="list-style-type: none"> • Make recommendations for digital displays, updated marketing materials • Expand outreach of existing promotional materials including employee newsletter, City News, Parks & Recreation brochures, Santa Ana Green 	<ul style="list-style-type: none"> • City has expanded the effectiveness of existing resources including City website, Parks & Recreation brochure, Employee newsletter, Council Chamber display case, Nixle & social media. 	<p>60%</p>	<p>FY 2015-2016</p>	<p>FY 2015-2016</p>



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			<ul style="list-style-type: none"> Redesign Intranet 	<ul style="list-style-type: none"> 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. 			
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	Alma Flores	<ul style="list-style-type: none"> Creation of a Strategic Communications Plan Better distribution and possibly marketing the City's Employee Newsletter 	<ul style="list-style-type: none"> 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 2014-2015	FY 2014-2015
b. Promote fairness and trust to ensure organizational behavior is consistent with City values.	PSA	Ed Raya	<ul style="list-style-type: none"> Developing a Communications Training program to be offered in early 2015. Employee newsletter implemented. Employee Survey implemented. 	<ul style="list-style-type: none"> Improve communication through all levels of the organization. 	75%	FY 2014-2015	Ongoing
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	<ul style="list-style-type: none"> Negotiations meetings with 4 unions Feb-July. Initiated Joint Labor Management Team to review classifications. Conducted salary adjustments for 3 Management positions 	<ul style="list-style-type: none"> Salary increases from 1-2%; health insurance for part-time employees; bonus plan for police management. 	100%	FY 2014-2015	Ongoing
b. Develop and adopt a policy that allows for total compensation of staff in accordance with the City's financial condition, including adequate operating contingency reserves.	PSA	Ed Raya	<ul style="list-style-type: none"> Drafted policy, to be presented to City Manager 	<ul style="list-style-type: none"> Establish parameters for future negotiations. 	75%	FY 2014-2015	FY 2014-2015
c. Actively seek out a diverse and talented pool of candidates who possess the values and skills consistent with organizational goals.	PSA	Ed Raya	<ul style="list-style-type: none"> High level recruitments: Downtown Dev Liaison; Deputy CM; Exec Directors of PW, P&B and CD; Asst. Finance Dir. 	<ul style="list-style-type: none"> Six high level recruitments completed. 	100%	FY 2014-2015	Ongoing
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.	CMO	Waldo Barela	<ul style="list-style-type: none"> Implement identified projects: <ul style="list-style-type: none"> OpenGov E-Checks Payroll Forecasting 	<ul style="list-style-type: none"> Use new technology to improve the delivery of services and information to staff and the community. 	100%	FY 2014-2015	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	<ul style="list-style-type: none"> 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. New IT Organization will include an Innovation Team to help promote the use of new technologies and identify web solutions to improve business processes and service delivery. 	<ul style="list-style-type: none"> To generate an estimated \$2.1M in ongoing annual savings while enhancing service delivery and improving productivity. 	100%	FY 2014-2015	Ongoing
d. Encourage fully-analyzed risk taking by avoiding punitive reaction to failure.	PSA	Ed Raya	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> TBD 	0%	FY 2014-2015	Ongoing
e. Identify best practices and opportunities for process improvement and automation across City departments in order to provide effective and efficient delivery of City services to the community.	CMO	Francisco Gutierrez	<ul style="list-style-type: none"> 1.Establish an environment that promotes innovation, creativity, & customer service 2. Implement process improvement: <ul style="list-style-type: none"> Purchasing Policy 	<ul style="list-style-type: none"> Implement efficient and innovative practices and systems that will improve delivery of City services to the community. 	65%	FY 2014-2015	Ongoing
f. Explore opportunities to engage with outside agencies, both private and public, to share information and increase efficiencies.	CMO	Alma Flores	<ul style="list-style-type: none"> Explore shared programming with SAUSD on CTV 3 	<ul style="list-style-type: none"> 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%	FY 2014-2015	Ongoing
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	<ul style="list-style-type: none"> Trained 15 employees in "Supervisor Skills" and 4 supervisors in DOT "Reasonable Suspicion" Supervisor's Training. Finalized AB 1028 program. 	<ul style="list-style-type: none"> Ensure compliance with City rules and values, increase job satisfaction and morale among employees. 	33%	FY 2014-2015	Ongoing
b. Establish methods for capturing organizational knowledge and expertise through a formal mentoring program.	PSA	Ellen Smiley	<ul style="list-style-type: none"> Develop employee rotation program; create intern positions at all six levels and recruit. Had second intern meet and greet 	<ul style="list-style-type: none"> Employee rotation program at final review stage. All intern recruitments completed and at dept. selection stage. 	65%	FY 2014-2015	Ongoing
c. Implement a Leadership by Example initiative which affirms management's commitment to organizational principles and values.	PSA	Ed Raya	<ul style="list-style-type: none"> Developing a Leadership Training course which will emphasis core values. Target date for training Spring 2015. 	<ul style="list-style-type: none"> Reinforce organizational values and principals. 	50%	FY 2014-2015	Ongoing