

Mayor and City Council,

I am excited to present the City of Santa Ana's five-year Strategic Plan. The development of this plan fulfills a major milestone for both the organization and our community which began in 2012 with the adoption of the Sunshine Ordinance. The plan will serve as a roadmap of Santa Ana's vision for the future through a number of goals, objectives and strategies. With guidance and leadership from the Mayor and City Council and outstanding participation from our community, the following seven goals have been identified which create the foundation for the strategic plan:



1. Community Safety
2. Youth, Education, Recreation
3. Economic Development
4. City Financial Stability
5. Community Health, Livability, Engagement and Sustainability
6. Community Facilities and Infrastructure
7. Team Santa Ana

Throughout the development of the strategic plan, we have received tremendous support and input from our community. In total, the City held nine outreach events with more than 2,100 participants and recorded over 1,300 comments from residents, businesses, non-profit organizations, employees and various other stakeholders. As the City implements the various projects and programs outlined in the strategic plan, City staff will continue to work diligently to build upon the partnerships we have with our community.

The completion of this plan is a testament to the desire and commitment of the City Council, the organization and the community to enhance the quality of life for our residents and patrons. I have often said that, "Failing to plan is a plan to fail." However, given the thoughtful and comprehensive nature of the proposed strategic plan, Santa Ana is on the path towards a successful and thriving place to live, work, invest, shop and dine.

A special thanks to all the participants involved in this process for their time and input. In particular, I would like to thank the Mayor and Council, Executive Management Team, City staff, our community and the many organizations including: Neighborhood Associations, Business Community, SACReD, OCCCO, KidWorks, Latino Health Access, Santa Ana Building Healthy Communities, Orange County Labor Federation and other prominent Santa Ana and Orange County organizations which contributed in the development of this plan. Their contributions have been, and will continue to be invaluable as we work together to accomplish the many objectives and strategies identified in the Strategic Plan.

Sincerely,

A handwritten signature in blue ink, appearing to read "David Cavazos". The signature is fluid and cursive, with a long horizontal stroke at the end.

David Cavazos  
City Manager