

Santa Ana Strategic Plan

Special City Council Work Study Session

David Cavazos
City Manager



February 22, 2014



Special thanks to:

- Mayor and City Council
- Council Ad Hoc Committee
- Santa Ana Community
- KidWorks
- Latino Health Access
- O.C.C.C.O
- O.C. Labor Federation
- SACReD
- Executive Management Team & City Staff





Agenda for Today's Meeting

- Importance of a Strategic Plan
- How we got to this point
- Next on our schedule
- Recap Community Engagement/Involvement
- Guiding Principles
- Overview of the plan - Objectives
- Input from City Council



How We Got To This Point

Task / Event	Timeline
<ul style="list-style-type: none">• City Council adopted Sunshine Ordinance	October 15, 2012
<ul style="list-style-type: none">• Convened Strategic Plan Council Ad Hoc Committee	April/May 2013
<ul style="list-style-type: none">• Interviewed new Councilmembers regarding vision, goals and priorities	May 2013
<ul style="list-style-type: none">• Amendment of Sunshine Ordinance regarding Strategic Plan adoption timeframe	June 17, 2013
<ul style="list-style-type: none">• Ad Hoc Committee meeting to finalize community and employee engagement	July 8, 2013

How We Got To This Point (cont'd)

Task / Event	Timeline
<ul style="list-style-type: none"> Conducted Community Forum & community/employee focus groups (175 attendees) 	August 2013
<ul style="list-style-type: none"> Completed Environmental Scan document 	Sept. 2013
<ul style="list-style-type: none"> Ad Hoc Committee meeting to approve community and employee surveys 	Sept. 10, 2013
<ul style="list-style-type: none"> Conducted community/employee online survey (1,000+ responses) 	Oct. 2 – Nov. 3
<ul style="list-style-type: none"> Ad Hoc Committee meeting 	Nov. 5, 2013
<ul style="list-style-type: none"> Conducted Two Community Workshops (175-200 attendees at each) 	Nov. 23, 2013
<ul style="list-style-type: none"> EMT Strategic Plan workshop 	Dec. 17, 2013
<ul style="list-style-type: none"> EMT review of Draft Strategic Plan 	Jan. 15, 2014
<ul style="list-style-type: none"> Ad Hoc Committee reviewed the draft Strategic Plan 	Jan. 16, 2014
<ul style="list-style-type: none"> Released Draft Strategic Plan to the Community for review/comment 	Jan. 24, 2014
<ul style="list-style-type: none"> Conducted a community meeting to receive comments on the draft Strategic Plan (175-200 attendees) 	Feb. 8, 2014



Next On Our Schedule

Task / Event	Timeline
<ul style="list-style-type: none">• City Council Workshop - Review draft Strategic Plan	Feb. 22, 2014
<ul style="list-style-type: none">• Revisions to Strategic Plan based on City Council and Community feedback	Feb. 23 rd – Mar. 11 th
<ul style="list-style-type: none">• City Council review and adoption of Strategic Plan	March 18, 2014
<ul style="list-style-type: none">• Approval of funding for Strategic Plan	April 2014
<ul style="list-style-type: none">• Implementation of the Strategic Plan	FY 14/15 – FY 18/19

Community Engagement and Involvement

Community Meetings:

- Community Forum (Southwest Senior Center)
- Two Community Workshops (Local 652 & Plumbers Steamfitters Union Hall)
- Community Overview (Local 652)

Focused Outreach:

- Employee / community online survey
- Employee / Stakeholder Focus groups
- City Council Interviews
- One-on-one meetings with stakeholder groups

Methods for providing feedback:

- Mobile survey van
- Strategic Plan website
- Comment cards





Community Engagement and Involvement (cont'd)

Translation:

- Presentations, documents and surveys provided in 3-languages
- Translation services provided at all community outreach events

Notification Methods:

- Advertising in local publications
- Flyers distributed
- Nixle e-blasts
- Direct e-mail to Santa Ana Resource Network
- Direct contact with stakeholder groups
- Partnered with Santa Ana Unified School District (robocall)



Guiding Principles

- **COLLABORATION** – We actively engage and include all community stakeholders
- **EFFICIENCY** - We are a results and performance driven organization that continuously seeks to streamline operations and focuses on the productive use of resources
- **EQUITY** – We strive to provide equal and fair opportunity in the access and allocation of community resources
- **EXCELLENCE** – We attract, develop, and retain dedicated public servants that are committed to quality customer service
- **FISCAL RESPONSIBILITY** – We utilize financial assets and resources in a prudent manner to ensure economic stability and growth
- **INNOVATION** – We promote a culture that encourages creativity and entrepreneurship in delivering valuable public services
- **TRANSPARENCY** – We provide information openly and hold ourselves accountable to the public regarding our actions and decisions



Funding Snapshot

- Total of 140 strategies with majority funded in the adopted budget
 - Total City Budget: \$428M (FY13-14)
 - Total General Fund: \$205.7M (FY-13-14)
- \$4.2M in unfunded strategies identified thus far
- \$2M identified in the revised 5yr forecast to allocate towards Strategic Plan strategies
- Approval of funding scheduled for April
 - City Manager will recommend allocation of funding for City Council review and final approval



Strategies and Funding

- 102 Funded Strategies
- 38 Unfunded Strategies

Strategic Plan Goal	Unfunded Strategies Estimated Costs
Community Safety	\$640,000
Youth, Education, Recreation	\$745,000
Economic Development	\$1,205,000
City Financial Stability	\$29,500
Community Health, Livability, Engagement & Sustainability	\$895,000
Community Facilities & Infrastructure	\$600,000
Team Santa Ana	\$142,000
TOTAL	\$4,257,000



Goal #1 - Community Safety

Objectives –

1. Modernize the Community Policing philosophy to improve customer service, crime prevention and traffic/pedestrian/bicycle safety.
2. Broaden communications, information sharing and community awareness of public safety activities.
3. Promote fiscal accountability to ensure financial responsibility at all levels of the organization.
4. Provide high quality Police and Fire/Emergency Medical Services response within the City of Santa Ana.

Goal #1 - Community Safety (cont'd)

Objectives –

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





Goal #2 – Youth, Education, Recreation

Objectives –

1. Ensure coordination among organizations serving Santa Ana's youth to optimize programs.
2. Expand youth programming.
3. Expand use of technology as a tool for communication and education in the community.
4. Partner with groups and organizations to promote education, job training and development for all Santa Ana residents.



Goal #3 – Economic Development

Objectives –

1. Implement a comprehensive Economic Development strategy to ensure that Santa Ana is a City with a vibrant business climate that is accessible, user-friendly and welcoming to all residents and visitors.
2. Create new opportunities for business/job growth and encourage private development through new General Plan and Zoning Ordinance policies.
3. Promote a solutions-based customer focus in all efforts to facilitate development and investment in the community.



Goal #3 – Economic Development (cont'd)

Objectives –

4. Continue to pursue objectives that shape downtown Santa Ana into a thriving, culturally diverse, shopping, dining, and entertainment destination.
5. Leverage private investment that results in tax base expansion and job creation citywide.



Goal #4 – City Financial Stability

Objectives –

1. Maintain a stable, efficient and transparent financial environment.
2. Provide a reliable five-year financial forecast that ensures financial stability in accordance with the strategic plan.
3. Maintain a structurally balanced budget with appropriate reserve levels.



Goal #5 – Community Health, Livability, Engagement & Sustainability

Objectives –

1. Establish a comprehensive community engagement initiative to expand access to information and create opportunities for stakeholders to play an active role in discussing public policy and setting priorities.
2. Expand opportunities for conservation and environmental sustainability.
3. Facilitate diverse housing opportunities and support efforts to preserve and improve the livability of Santa Ana neighborhoods.



Goal #5 – Community Health, Livability, Engagement & Sustainability (cont'd)

Objectives –

4. Support neighborhood vitality and livability.
5. Promote a strong arts and culture infrastructure.
6. Focus projects and programs on improving the health and wellness of all residents.

Goal #6 – Community Facilities & Infrastructure

Objectives –

1. Establish and maintain a Community Investment Plan for all City assets.
2. Address deferred maintenance on City buildings and equipment.





Goal #7 – Team Santa Ana

Objectives –

1. Establish a culture of customer service and community engagement as the organization's primary focus.
2. Establish communication plans to engage and inform employees and the community about City activities.
3. Improve communication between all levels of the organization.
4. Establish employee compensation that attracts and retains a highly qualified workforce.



Goal #7 – Team Santa Ana (cont'd)

Objectives –

5. Create a culture of innovation and efficiency within the organization.
6. Provide a positive workplace environment that supports the health of its employees and celebrates its success.
7. Develop a culture of motivated and innovative leaders in the organization.



Accountability / Measuring Success

- Regular status reports to City Council on actions taken to implement the Strategic Plan
- Updates provided at applicable City Council Committee meetings
- Review Strategic Plan funding during the budget process



Next Steps

- Draft Strategic Plan will be revised based on Community and City Council input
- Revised Strategic Plan scheduled for adoption March 18th
- Funding recommendations in two categories
 - Consensus
 - General consensus
- City Council to review and approve funding allocation in April