

Throughout the history of the City, the needs of the community have been met most effectively by groups of people sharing common goals, objectives, and a desire to improve the quality of life in Santa Ana. In 1992, the Executive Management Team (EMT) concentrated its efforts on formulating a plan to ensure that Santa Ana residents will see continuous improvement in City services and programs well into the next century.

The process began with EMT's development of a vision of what the City could become in twenty years. After completing a draft version of this vision, the EMT defined the purpose and values of the organization. Recognizing the importance of employee involvement, the EMT solicited feedback on the initial versions of the key elements of the City's philosophy. Beginning with mid-managers and supervisors, all levels of the organization were invited to offer ideas, suggestions and critical review. This input was carefully considered and incorporated into the final version of the City's vision. The extension of the process was the development of the citywide goals by EMT with feedback and input from the employees. The result of these efforts was the identification of the nine goals, which are both an expression and an extension of the City's vision and purpose.

For several fiscal years, the City utilized the tools and techniques of our quality program to review, update and revise those goals, while concurrently redefining the City's vision and purpose statements. Through this process, which was lead again by the Executive Management Team, input from over one-third of our workforce, representing every department, was solicited and incorporated into our revised purpose, vision and twelve goals.

The following section includes the new citywide purpose, vision and goals, as well as departmental or agency goals. For identification of the departmental functions supporting the goals, functional organization charts are included for ease of reference.

# The City of Santa Ana's Purpose, Vision, Values & Goals

## Purpose

Our purpose is to provide quality service to enhance the safety, livability and prosperity of our community.

## Vision

The dynamic urban center of Orange County acclaimed for our:

**I**nvestment in  
Children

**N**eighborhood  
Pride

**E**nriching  
Cultural  
Experiences

**A**ppreciation  
of Diversity

**T**hriving  
Economic  
Climate

**Q**uality  
Government  
Services

**L**eadership  
Among  
California's  
Cities

## Values

Our organizational values are:  
Service, Integrity, Employees, Teamwork

## Goals

**E**nsure a  
safe  
community

**B**e a catalyst  
for the  
positive  
development  
of young  
people

**F**oster  
neighborhood  
pride and  
community  
understanding

**P**rovide and  
maintain  
first-rate  
infrastructure  
and  
community  
facilities

**E**nsure an  
attractive  
and  
well-maintai  
ned city

**C**reate an  
environment  
that  
stimulates the  
growth of  
arts and  
cultural  
opportunities

**R**ecruit and  
retain a  
highly-skilled  
and diverse  
workforce

**E**nsure the  
City's  
long-term  
financial  
ability to  
deliver  
quality  
services

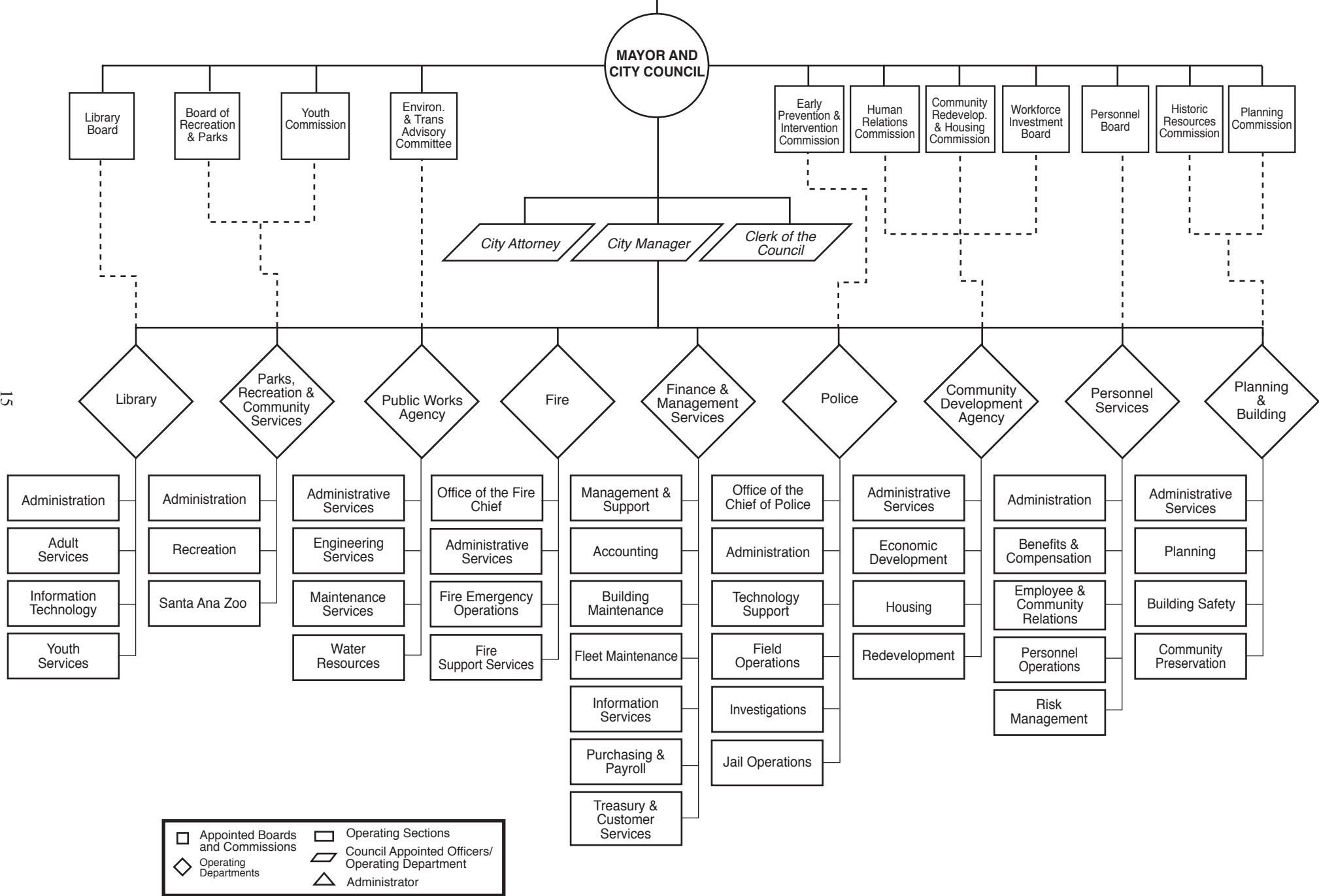
**A**tract and  
retain a  
prosperous  
business  
community

**O**ptimize  
workforce  
effectiveness  
through  
training,  
technology,  
equipment,  
and facilities

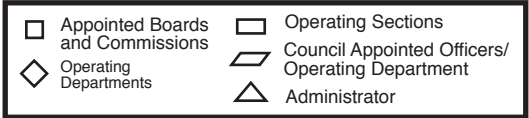
**D**evelop and  
continuously  
improve  
systems to  
assure  
high-quality  
services to  
customers

**A**ssume a  
leadership  
role in  
regional  
issues of  
primary  
importance  
to Santa Ana

# RESIDENTS OF THE CITY OF SANTA ANA



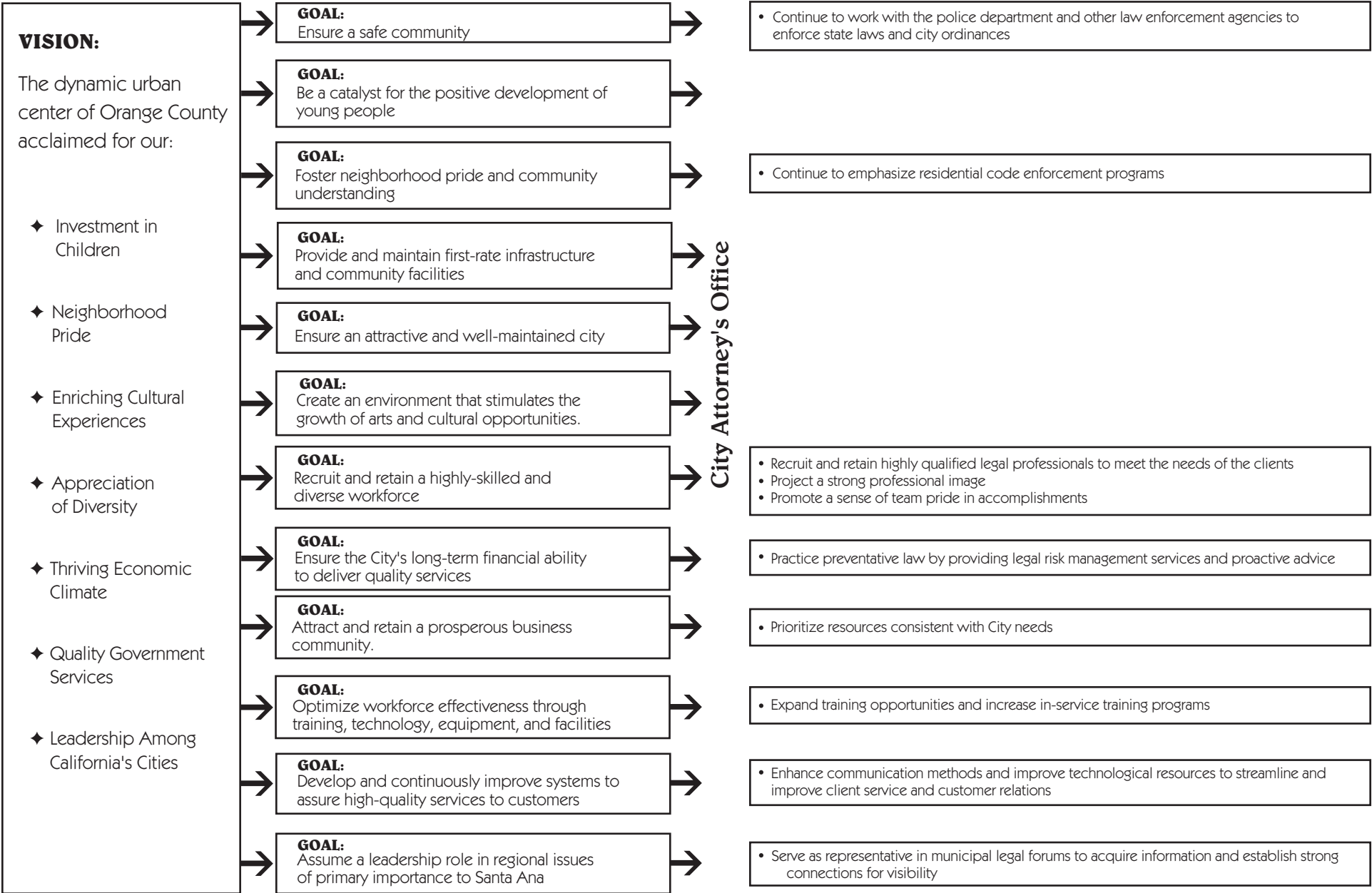
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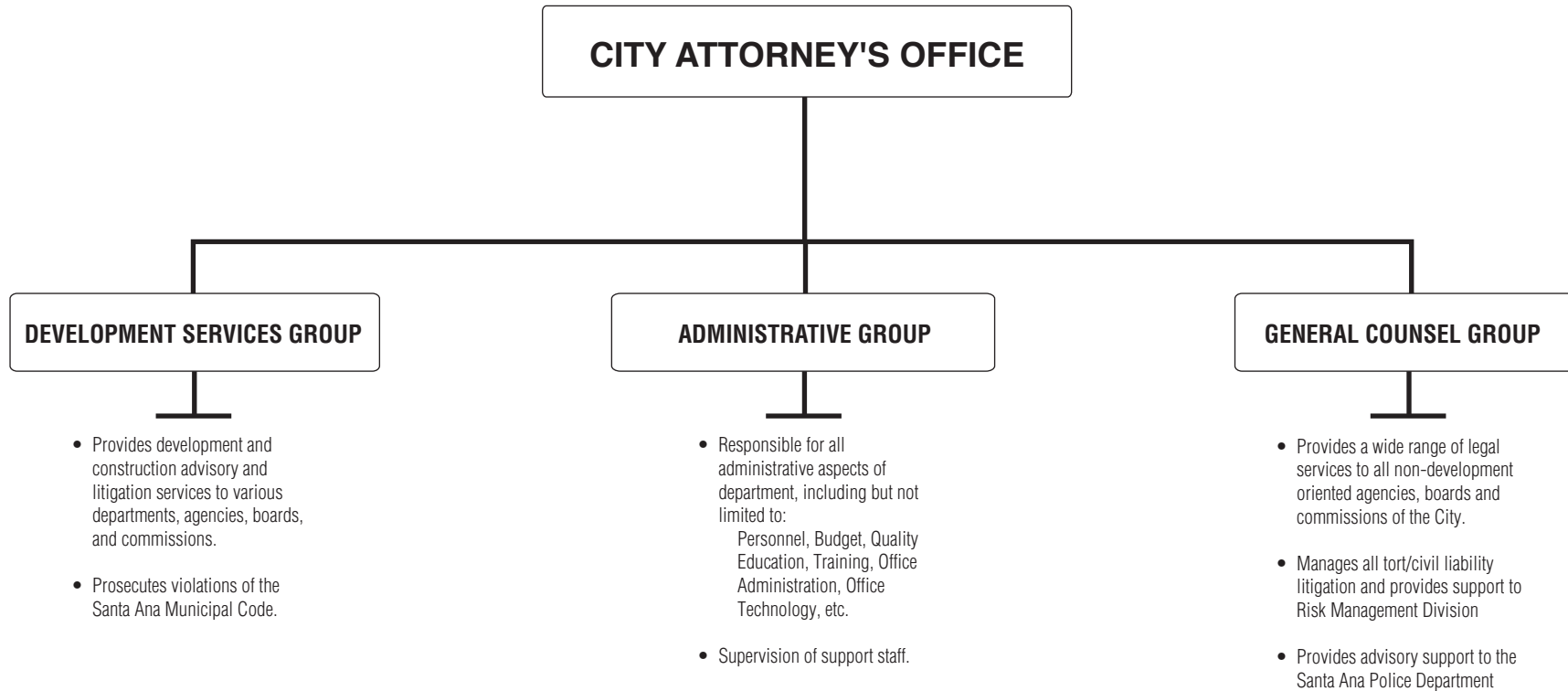
# The City of Santa Ana's Purpose, Vision & Goals

City Attorney's Office

Our **PURPOSE** is to provide quality service to enhance the safety, livability and prosperity of our community.



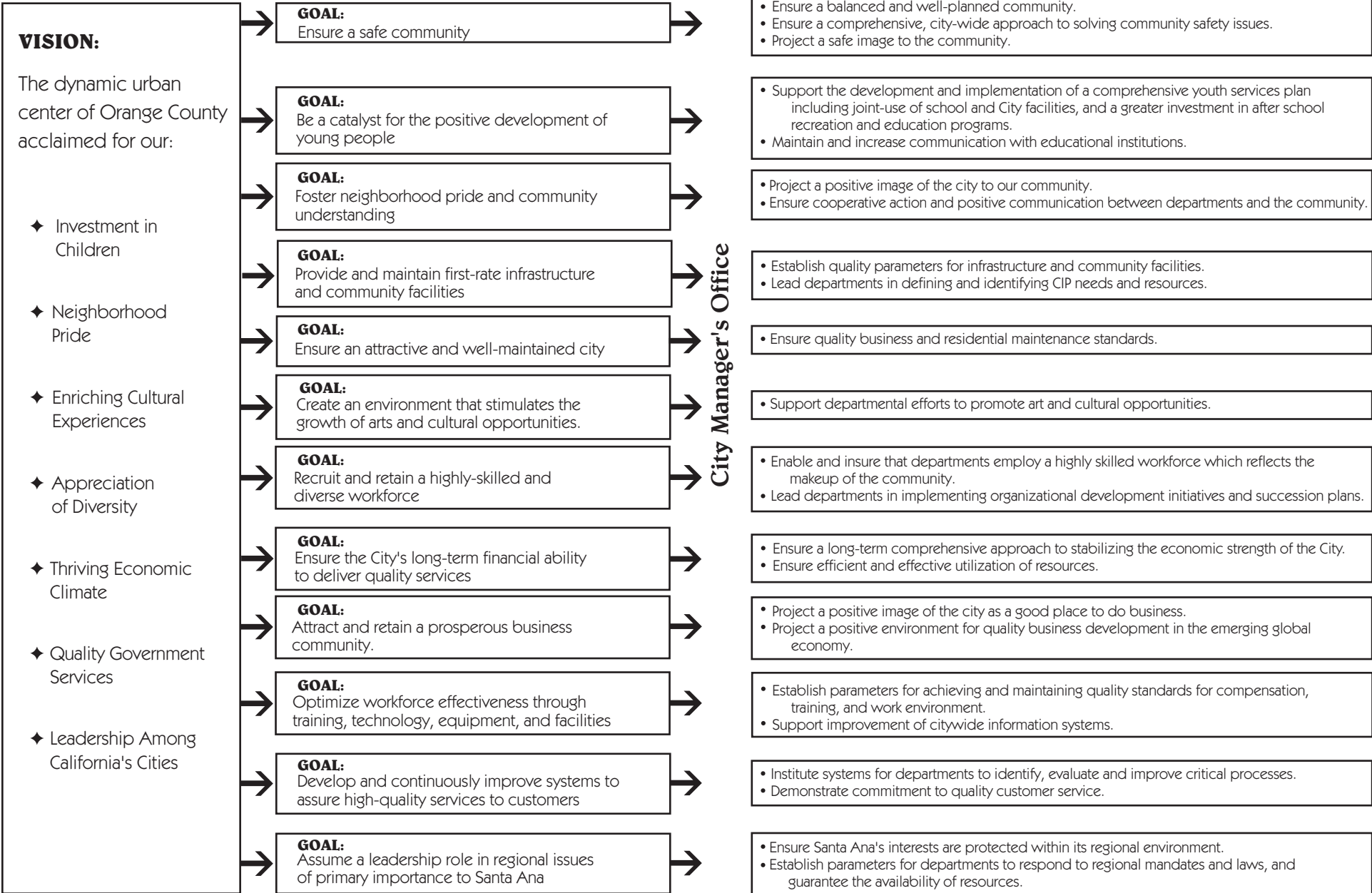
# FUNCTIONAL ORGANIZATION CHART



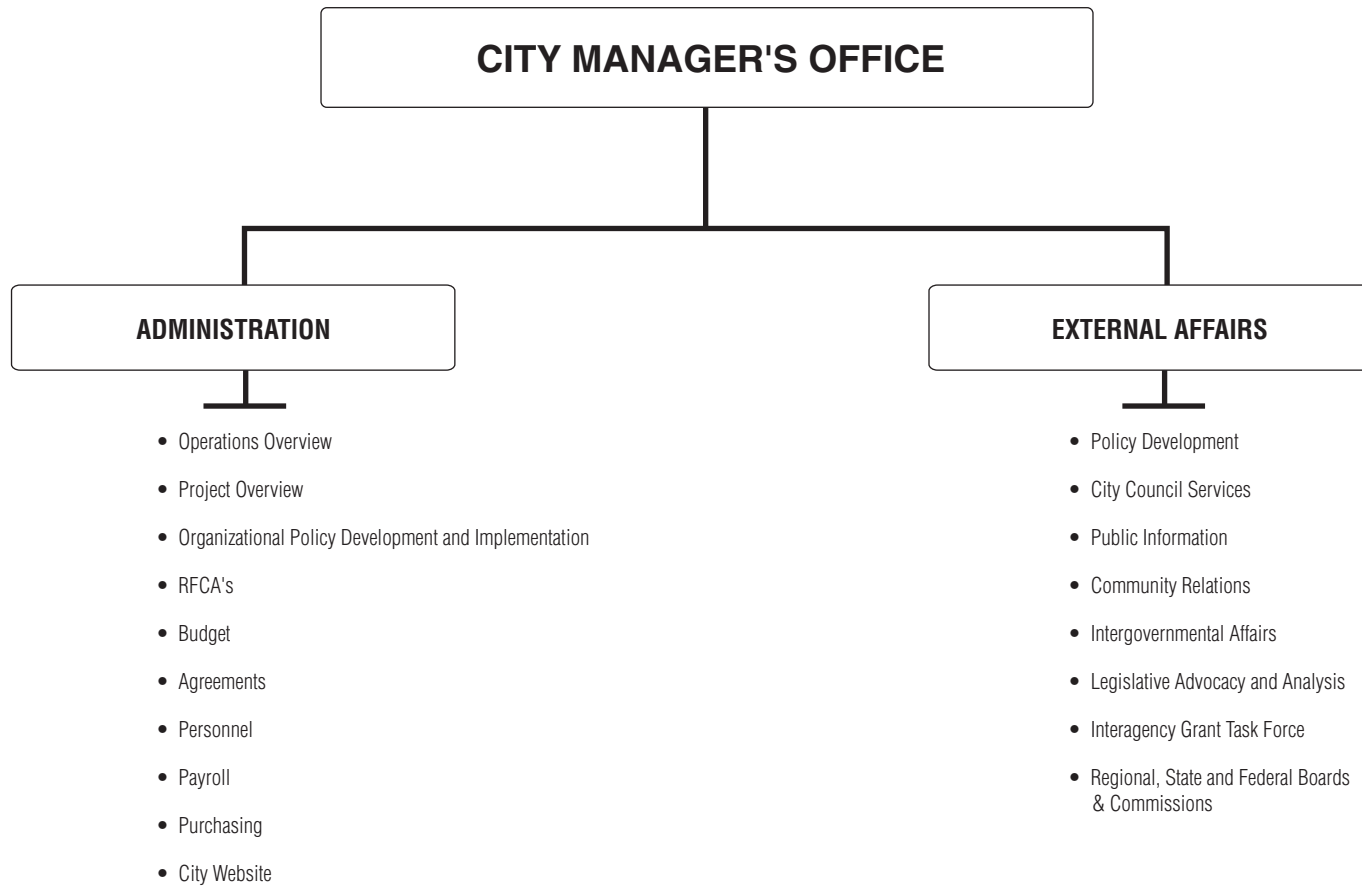
# The City of Santa Ana's Purpose, Vision & Goals

## City Manager's Office

Our **PURPOSE** is to provide quality service to enhance the safety, livability and prosperity of our community.



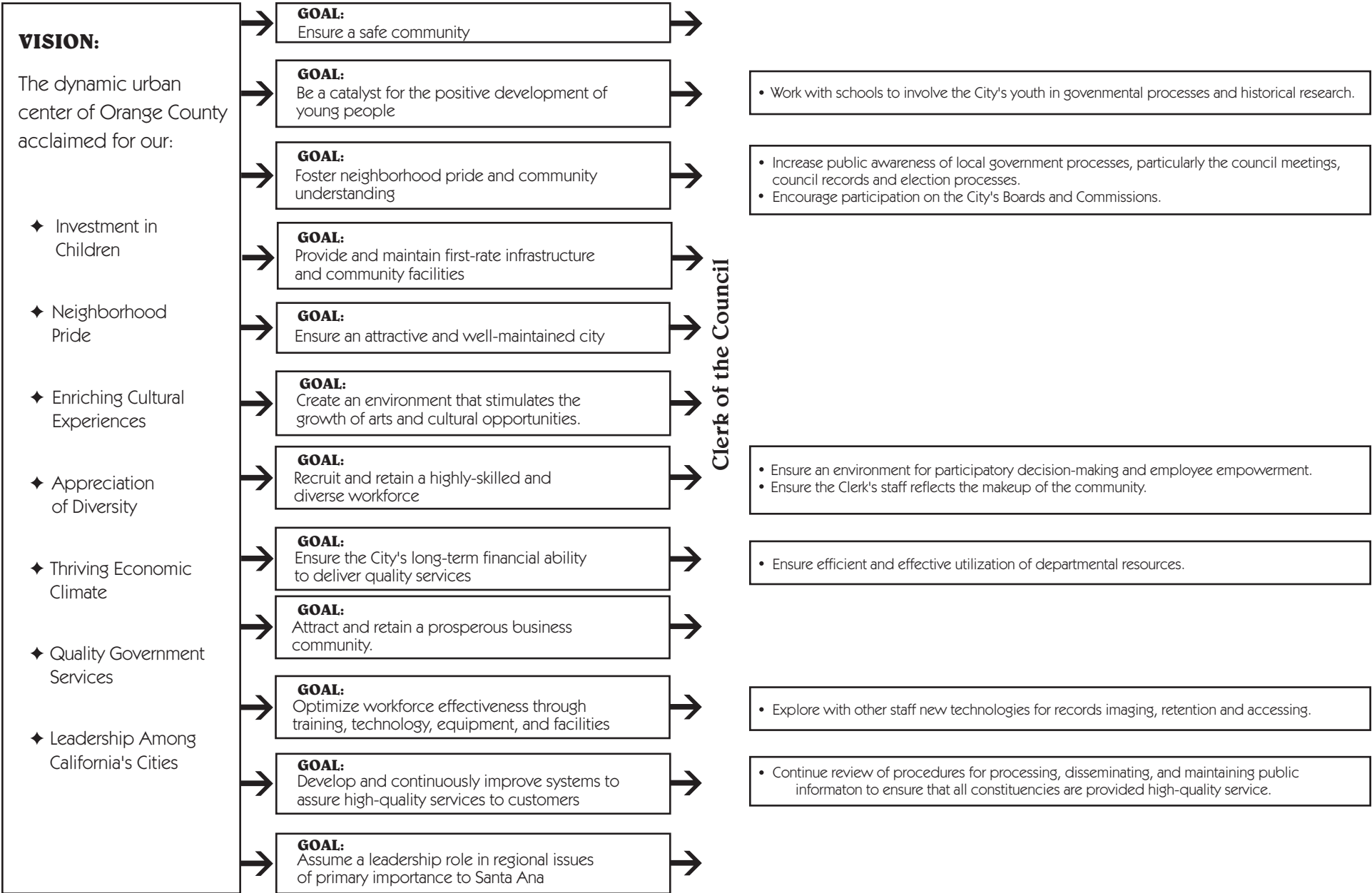
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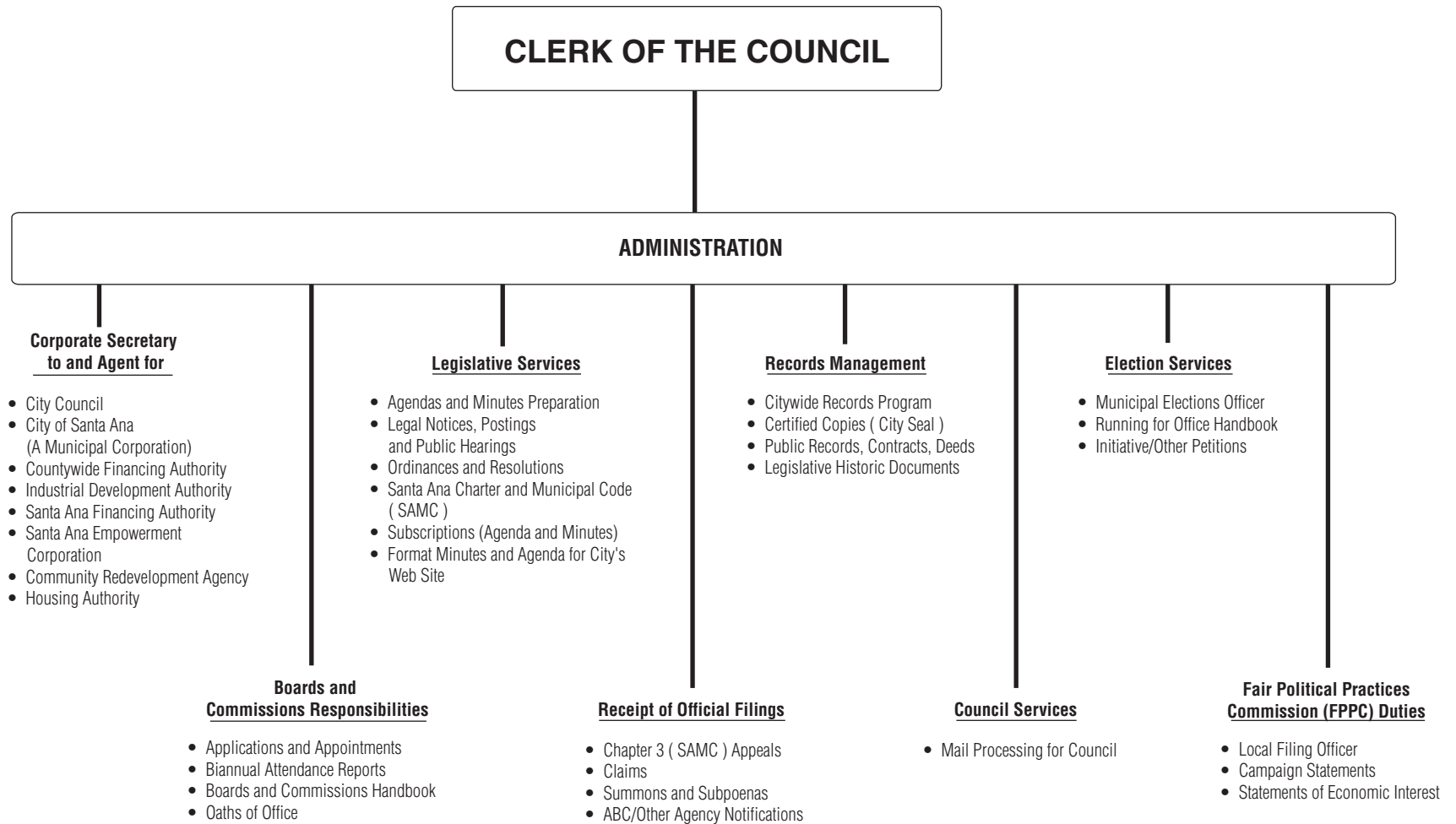
# The City of Santa Ana's Purpose, Vision & Goals

## Clerk of the Council

Our **PURPOSE** is to provide quality service to enhance the safety, livability and prosperity of our community.



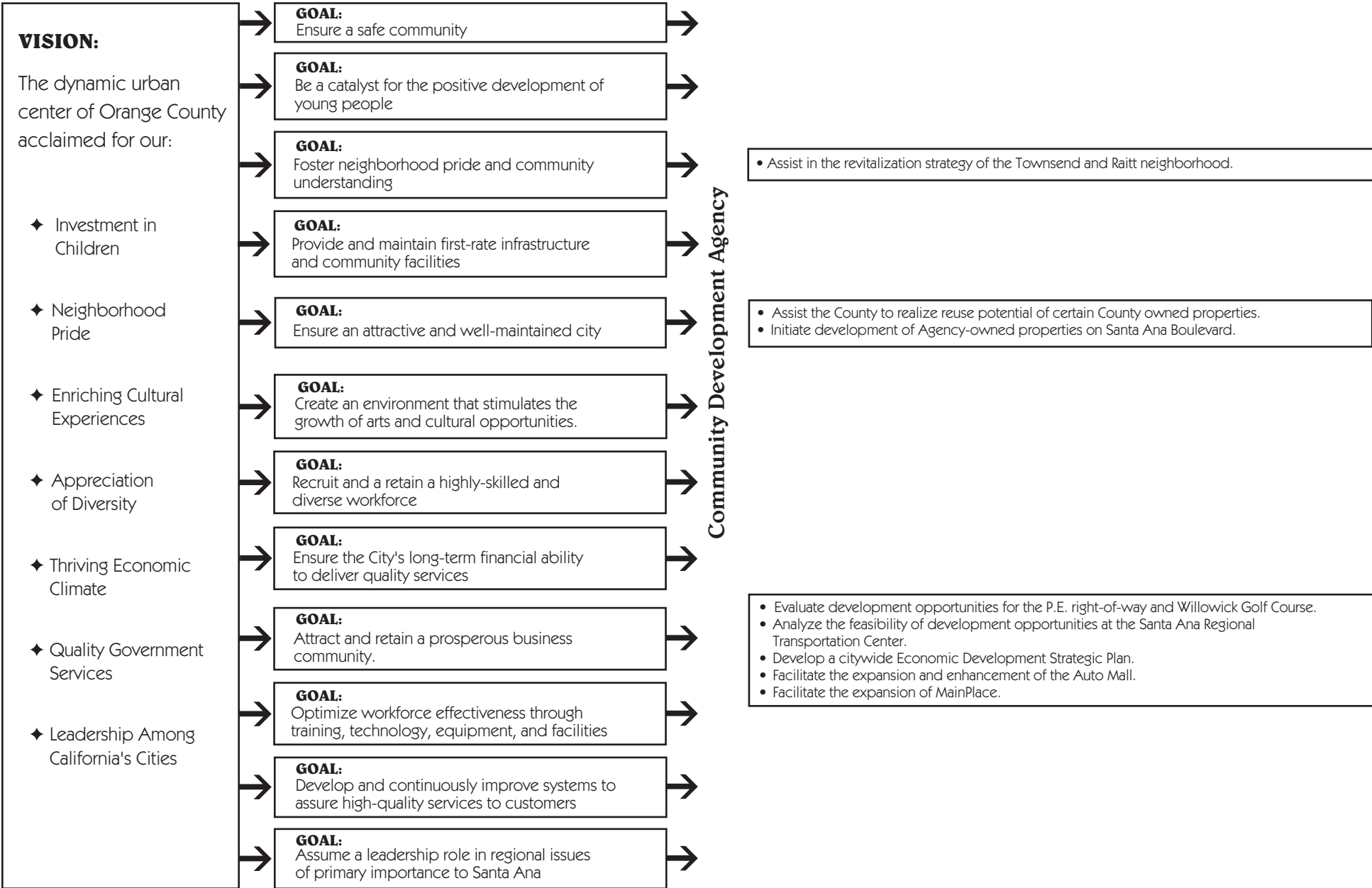
# FUNCTIONAL ORGANIZATION CHART



# The City of Santa Ana's Purpose, Vision & Goals

## Community Development Agency

Our **PURPOSE** is to provide quality service to enhance the safety, livability and prosperity of our community.



Community Development Agency

# FUNCTIONAL ORGANIZATION CHART

## COMMUNITY DEVELOPMENT AGENCY

### ADMINISTRATIVE SERVICES

### ECONOMIC DEVELOPMENT

### HOUSING AND NEIGHBORHOOD DEVELOPMENT

### REDEVELOPMENT

- Agency Support**
- Purchasing
  - Personnel
  - Training
  - TQS
  - Payroll
  - Fleet Management
  - Computer Services
  - Budget
  - Financial Accounting
  - Records Management
  - Agenda Review & Coordination
  - Grant Preparation
  - Contract Administration
  - Bond Financing

- Federal Programs**
- CDBG
  - ESG

- Graphics**
- Clerk of the Council
  - City Manager's Office
  - Community Development Agency
  - Planning & Building Agency
  - Finance & Management Services
  - Personnel Services

- Parking Management**
- Meter Collection & Maintenance
  - Parking Waivers & Permits
  - Parking Structure Management
  - Employee Parking

- Property Management**
- The Depot at Santa Ana
    - Lease Management
    - Facility Maintenance
    - Tenant Coordination
    - Capital Improvements
  - Litter Control/ Ambassador Program
  - Landscape Maintenance

- Housing Authority**
- Section 8 Rental Assistance
  - Family Self-Sufficiency
  - Family Unification
  - HOPWA-TBRA
  - Welfare-to-Work
  - Mainstream for Disabled
  - Section 8 Homeownership
  - Multi-Family Revenue Bonds

- Administration**
- Purchasing
  - Personnel
  - Budget
  - HOME Program
  - Affordable Monitoring
  - HOPWA Admin.
  - CalHome
  - Replacement and Inclusionary Housing Requirements

- Neighborhood Improvement**
- Neighborhood Associations
  - Communication Linkages
  - Neighborhood Clean-ups
  - Resource Network
  - Interagency Teams
  - Special Project Implementation
  - District Work Groups
  - Internet Community Calendar
  - Leadership Training
  - Grants for Blocks
  - Celebrate Santa Ana Event
  - Most Beautiful Yard

- Development Services**
- Mortgage Credit Certificate
  - Rehab Loans/ Single and Multi-Family
  - Acquisition and Development/Rehab
  - Loan Portfolio Management
  - New Development
  - Homebuyer Programs
  - Mobile Home Rehab/Replacement

**Business Outreach**

- Business Development
- Business Liaison/ Partner Network Resource
- Enterprise Zone/Hiring Program
- Marketing
- Workshops/Seminars for Businesses
- Permit Assistance
- Database Management/Analysis
- Industry/Demographic Economic Research and Analysis
- Site Selection Assistance/Broker Networking
- Cost/Benefit Analysis
- Foreign Trade Zone
- Downtown Marketing
- SAY Youth Employment Program

**Employment Services**

- Santa Ana WORK Center
- Job Training and Placement
  - On the Job Training
  - Customized Training
  - Vocational Training
    - Youth
    - Adult
    - Senior
    - Adult Work Experience
- Rapid Response
  - Plant Closures
  - Displaced Workers
- Cal WORK-Work Experience & Vocational Training (SSA)
- Special Programs
  - Daisy Wheel
  - Grants/Earmarks

**Empowerment Zone**

- Tax Incentives
- Industrial Dev. Bonds
- Board & Committee Staff
- Contract Administration
- Monitoring
- Marketing
- Community and Business Liaison
- FEZ Workforce Development
- Investment Strategies

**Workforce Investment Board**

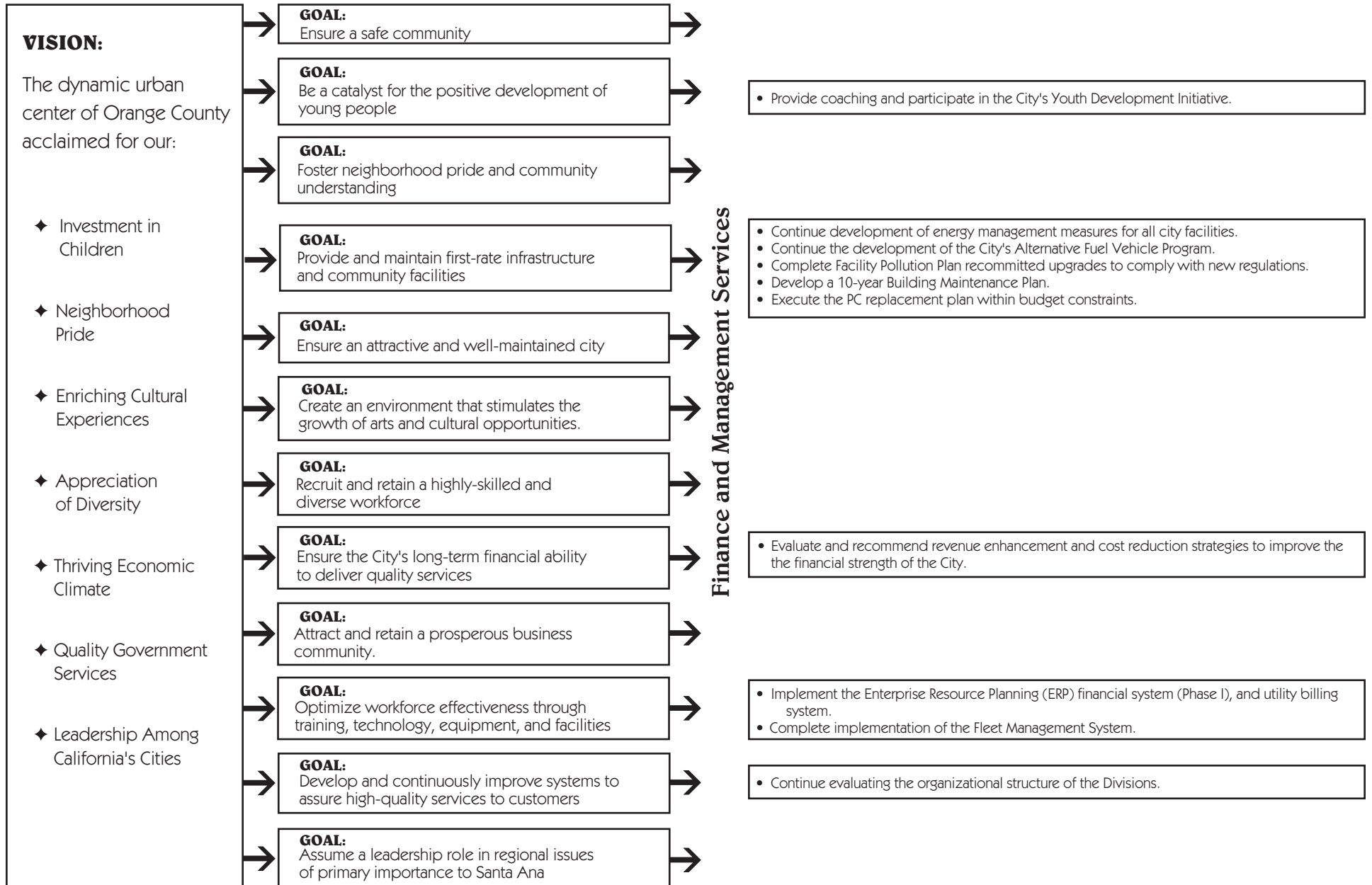
- Staff to the Workforce Investment Board & Committees
- Workforce Strategic Planning
- Contract Administration

- Special Project Implementation
- Tax Increment Financing Rebates, Land Subsidy & Public Improvement Assistance
- Arts and Cultural Development
- New Development
- Adaptive Reuse for Existing Structures
- Marketing and Promotion
- Acquisition & Development

# The City of Santa Purpose, Vision & Goals

## Finance and Management Services

Our **PURPOSE** is to provide quality service to enhance the safety, livability and prosperity of our community.



Finance and Management Services

# FUNCTIONAL ORGANIZATION CHART

## FINANCE & MANAGEMENT SERVICES

### MANAGEMENT & SUPPORT

- Agency Personnel
- Annual City Budget Preparation Revenue and Expenditure Monitoring
- Financial Forecasting
- Agency Budget Preparation

### ACCOUNTING

#### Accounting

- Annual Financial Report Preparation
- Financial Information Maintenance
- Financial Ledger & Sub-Ledger Reconciliation & Control
- Receivables
- Redevelopment Project Accounting
- CDBG and Housing Accounting

### TREASURY & CUSTOMER SERVICE

#### Treasury

- Cashiering/Payment Processing
- Misc. Accounts Receivable
- Parking Citation Processing
- Petty Cash Administration
- Trust Deposit Administration
- Investments
- Banking Services
- Paramedic Payment Processing
- Safekeeping Services
- City Internal Audits

#### Customer Services

##### Municipal Utility Billing

- Water
- Sanitation
- Refuse
- Paramedic Subscription
- Utility User Tax
- Sewer

##### Business Tax Administration

- Business Tax Billing & Collection
- Residential Inspection Program
- Business Improvement District (BID) Pushcart Permits
- Utility Users Tax Administration
- Hotel Visitor's Tax
- Dog Licensing

### PURCHASING/PAYROLL

#### Buying

- Process Requisitions
- Issue Purchase Orders Prepare and Evaluate
- IFBs and RFPs Negotiate and write
- Contracts
- Generate RFCAs

#### Accounts Payable

- Audit Payment Process
- Process Vendor Payments
- Print Reports, Requisitions and Purchase Orders

#### Central Services

- Process Printing Requests
- In-House Printing
- Central Receiving
- Duplicating Services
- Mail & Delivery Service
- Copier Service

#### Payroll

- City Payroll Preparation and Distribution

### INFORMATION SERVICES/COMMUNICATIONS

#### Programming

- Consult on Information Technology
- Provide Systems Analysis
- Develop and Maintain Business Systems

#### Micro Systems / Network Support

- Analyze Needs and Specify Systems
- Assist with PC Hardware & Software
- Support Local Area Networks (LANs)
- Support Wide Area Networks (WANs)
- Administer Electronic Mail (E-Mail)

#### Computer Operations

- Run City Business Systems
- Provide On-Line Systems
- System Management
- Data Entry
- Operate 2 Data Centers: City & Police Dept.

#### Telecommunications

- Support City's Telephone and Voice Mail Systems
- Consult on Telecommunications Technology
- Manage Outsourced Maintenance
- Coordinate the City's Interface into the 911 Emergency System

### FLEET MAINTENANCE

#### Fleet Maintenance

- Preventive Maintenance and Repairs to City Equipment
- Maintains a Stock of Inventory of Auto Parts
- Specifications for Replacement Equipment
- Fabricate Specialized Tools and Equipment

#### Warehouse

- Maintains a Central Stock of Inventory
- Maintains the City's Capital Asset Inventory
- Disposal of Surplus Property

#### Corporation Yard

- Operation and Maintenance of Facility and Equipment
- Responds to Tenant Needs

### BUILDING MAINTENANCE

#### Facilities Services

- Administration
- Regulatory Compliance and Safety
- Space Planning
- Facilities Security
- Project Management and Engineering
- Energy Management
- Deferred Maintenance and Facilities Capital Plan

#### Maintenance

- Equipment and Facilities Preventive Maintenance
- Mechanical, Electrical, Plumbing Repairs and Calibration
- Facilities Key Control
- Air Conditioning Systems
- Emergency Generators and UPS

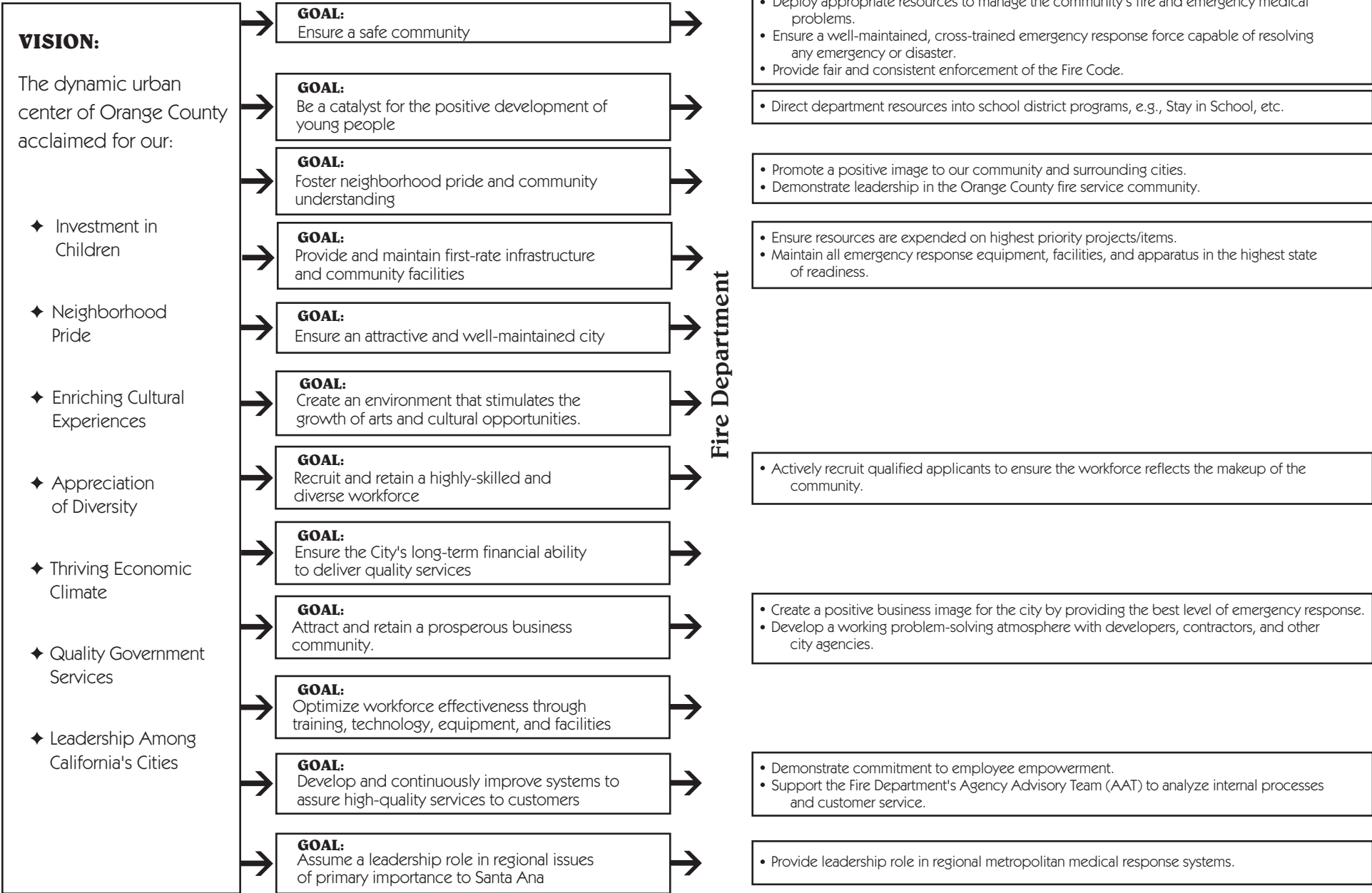
#### Custodial Services

- City Buildings and Garages
- Oversee Outsourced Services
- Paper Recycling Program
- Supplies Inventory Management
- City Council Chamber Scheduling
- Carpet and Tile Floor Maintenance
- City Window Cleaning
- Furniture Moves
- Light Replacement

# The City of Santa Ana's Purpose, Vision & Goals

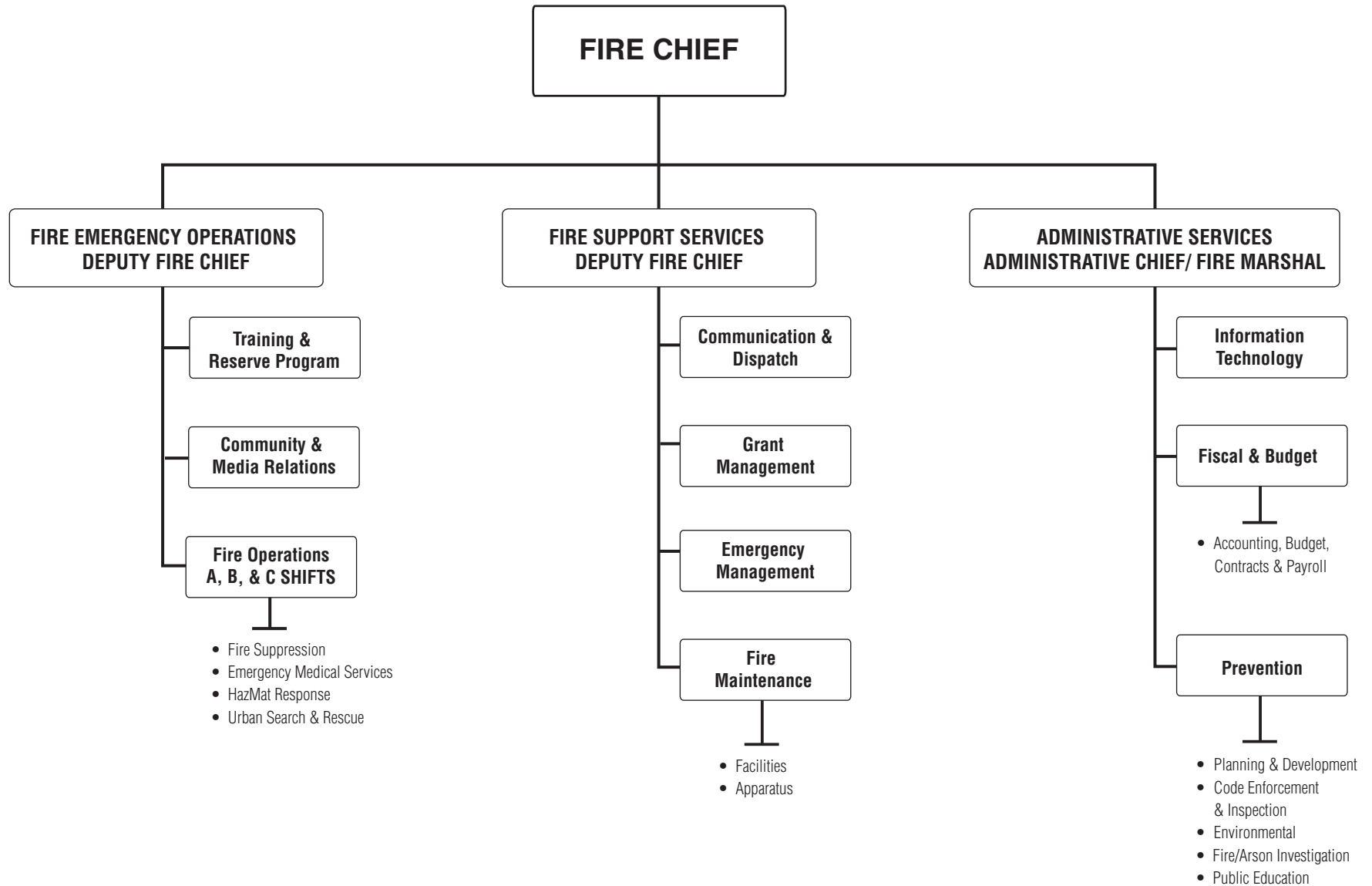
## Fire Department

Our **PURPOSE** is to provide quality service to enhance the safety, livability and prosperity of our community.



Fire Department

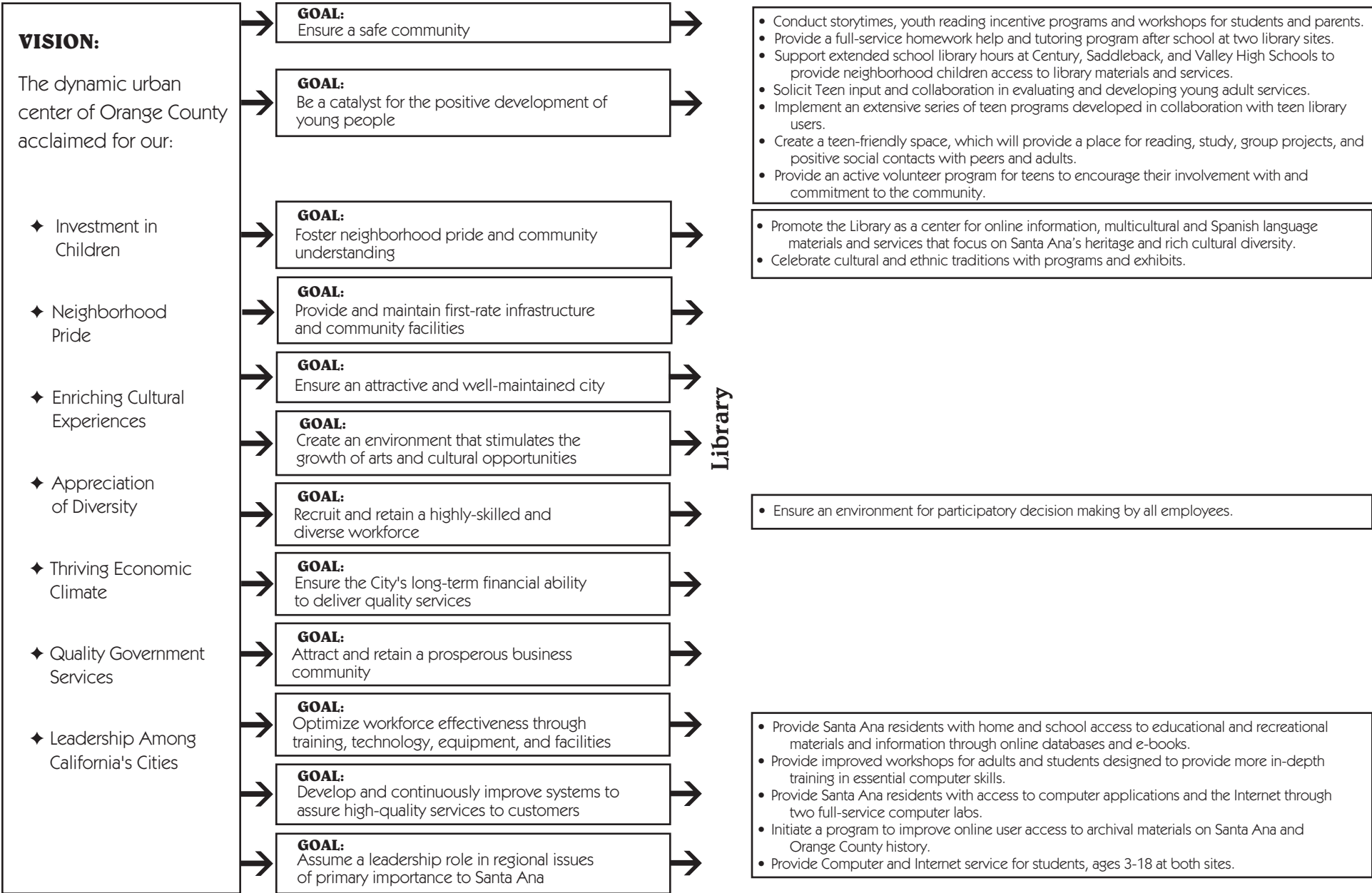
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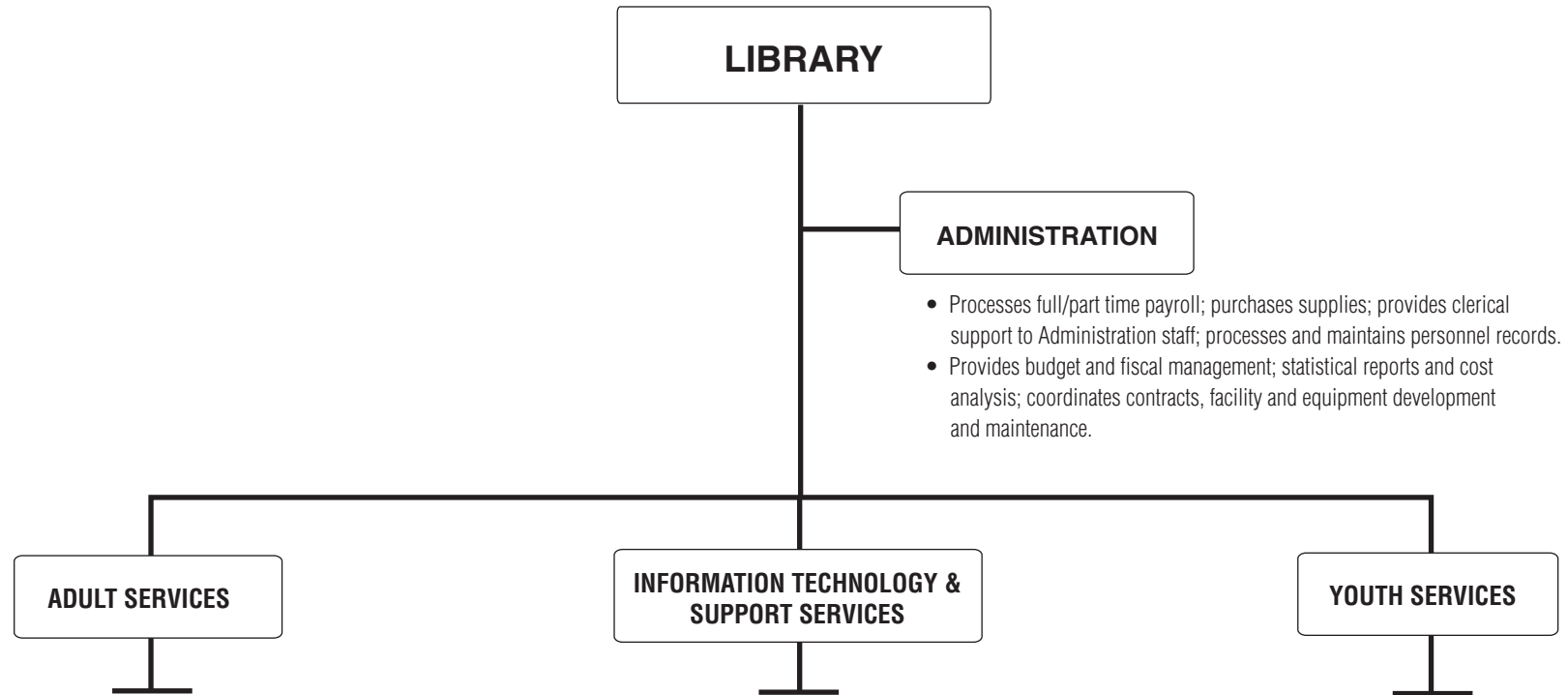
# The City of Santa Ana's Purpose, Vision & Goals

## Library

Our **PURPOSE** is to provide quality service to enhance the safety, livability and prosperity of our community.



# FUNCTIONAL ORGANIZATION CHART



## ADMINISTRATION

- Processes full/part time payroll; purchases supplies; provides clerical support to Administration staff; processes and maintains personnel records.
- Provides budget and fiscal management; statistical reports and cost analysis; coordinates contracts, facility and equipment development and maintenance.

## ADULT SERVICES

- Develops and maintains the book, audiovisual and electronic media collections to reflect the needs of teens and adults in Santa Ana.
- Provides information and assistance in the use of the collection.
- Responsible for the storage and retrieval of all periodicals, newspapers and microfilm.
- Provides archival and photographic materials of Santa Ana and Orange County.
- Provides programs for Santa Ana teens to promote the development of life and educational skills.
- Recruits and coordinates adult and teen library volunteers.
- Provides information and assistance in the use of adult and teen collections.
- Provides tours and curriculum support for adult ESL students and students in Santa Ana high schools.
- Provides Library services to the homebound, elderly, and the physically challenged through volunteer services.
- Acts as liaison to the Friends of the Library.

## INFORMATION TECHNOLOGY & SUPPORT SERVICES

- Provides public access to computers and the Internet.
- Provides computer-related technology training and skills development to patrons and staff.
- Serves as the bibliographic and database support liaison.
- Checks out books and materials to patrons and maintains lending records for items loaned; maintains book shelves for easy public access; oversees material recovery service.
- Processes book orders, catalogs and prepares new books and materials; provides maintenance of library materials and the automated database.

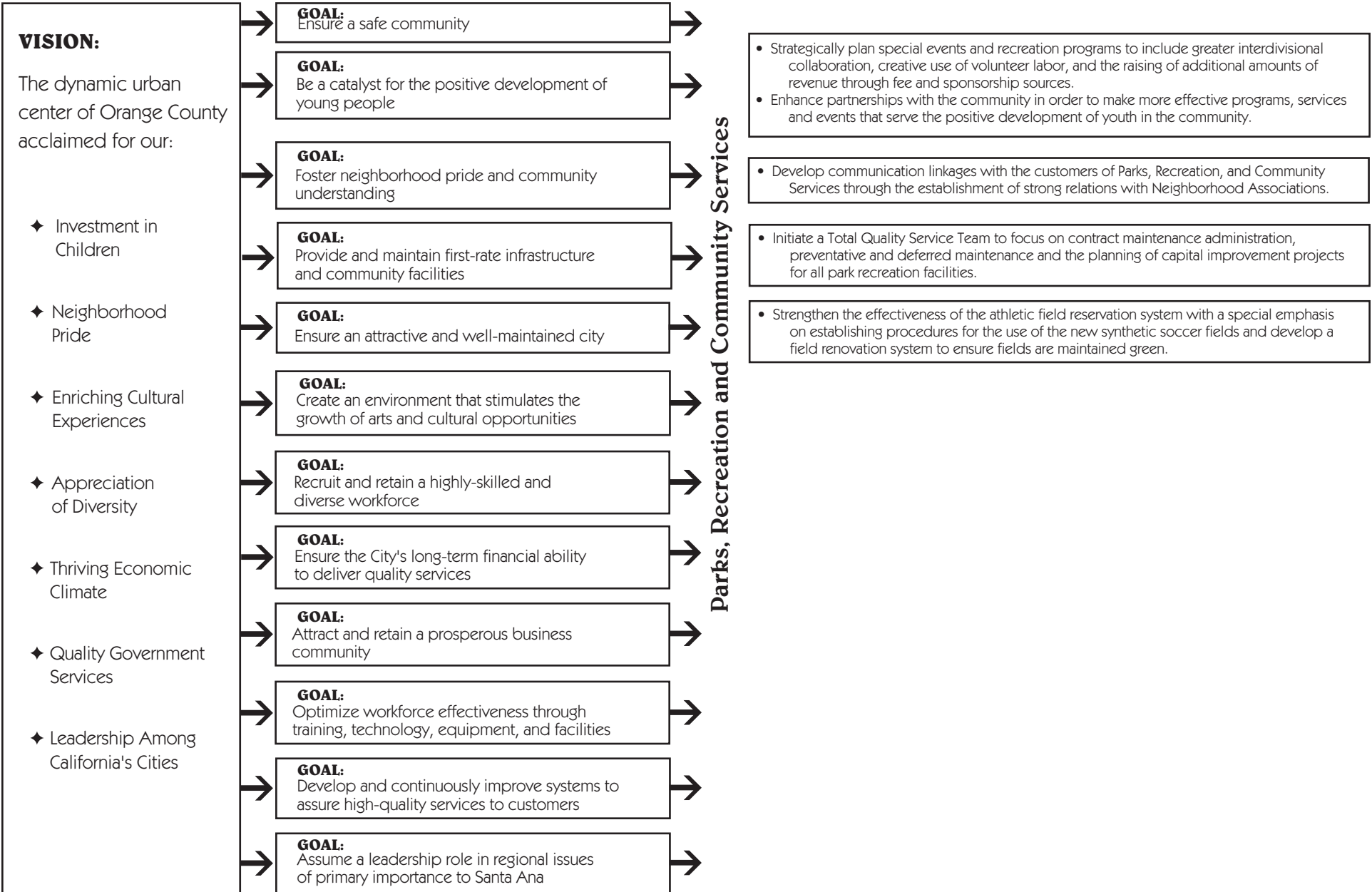
## YOUTH SERVICES

- Develops appropriate collection of books and materials for the youth of Santa Ana.
- Assists youth and parents in locating books, materials, and information.
- Conducts year-round programs to satisfy the needs of youth.
- Visits schools and conducts tours.
- Conducts outreach programs to schools and underserved areas.
- Provides mobile library services to children, teens and adults in neighborhoods not served by library buildings.
- Provides after-school homework help and tutoring program for youths in grades K-12 to help build academic success and pride.
- Provides computers, Internet, and educational software to enhance students' technological skills.

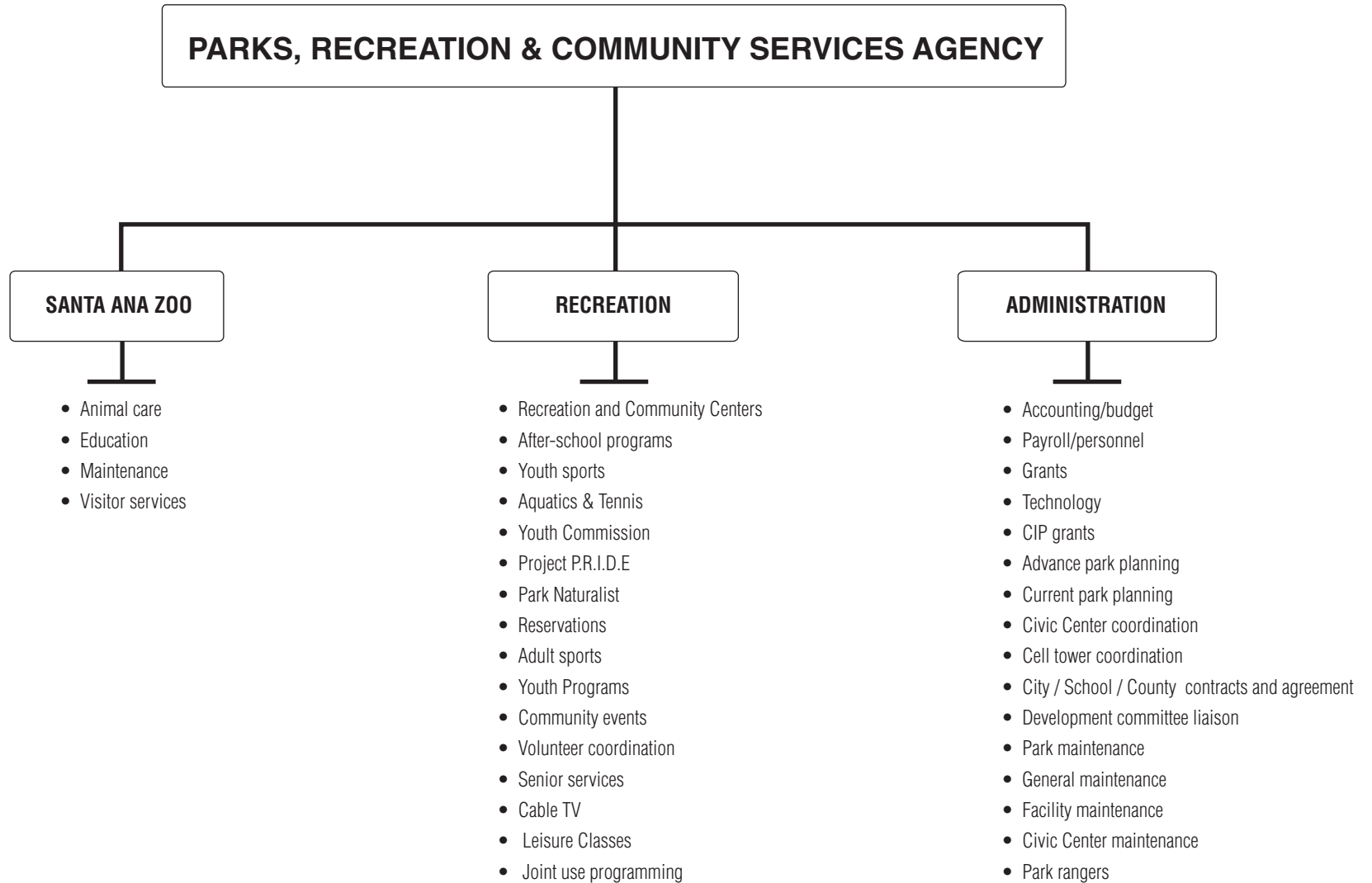
# The City of Santa Ana's Purpose, Vision & Goals

## Parks, Recreation and Community Services

Our **PURPOSE** is to provide quality service to enhance the safety, livability and prosperity of our community.



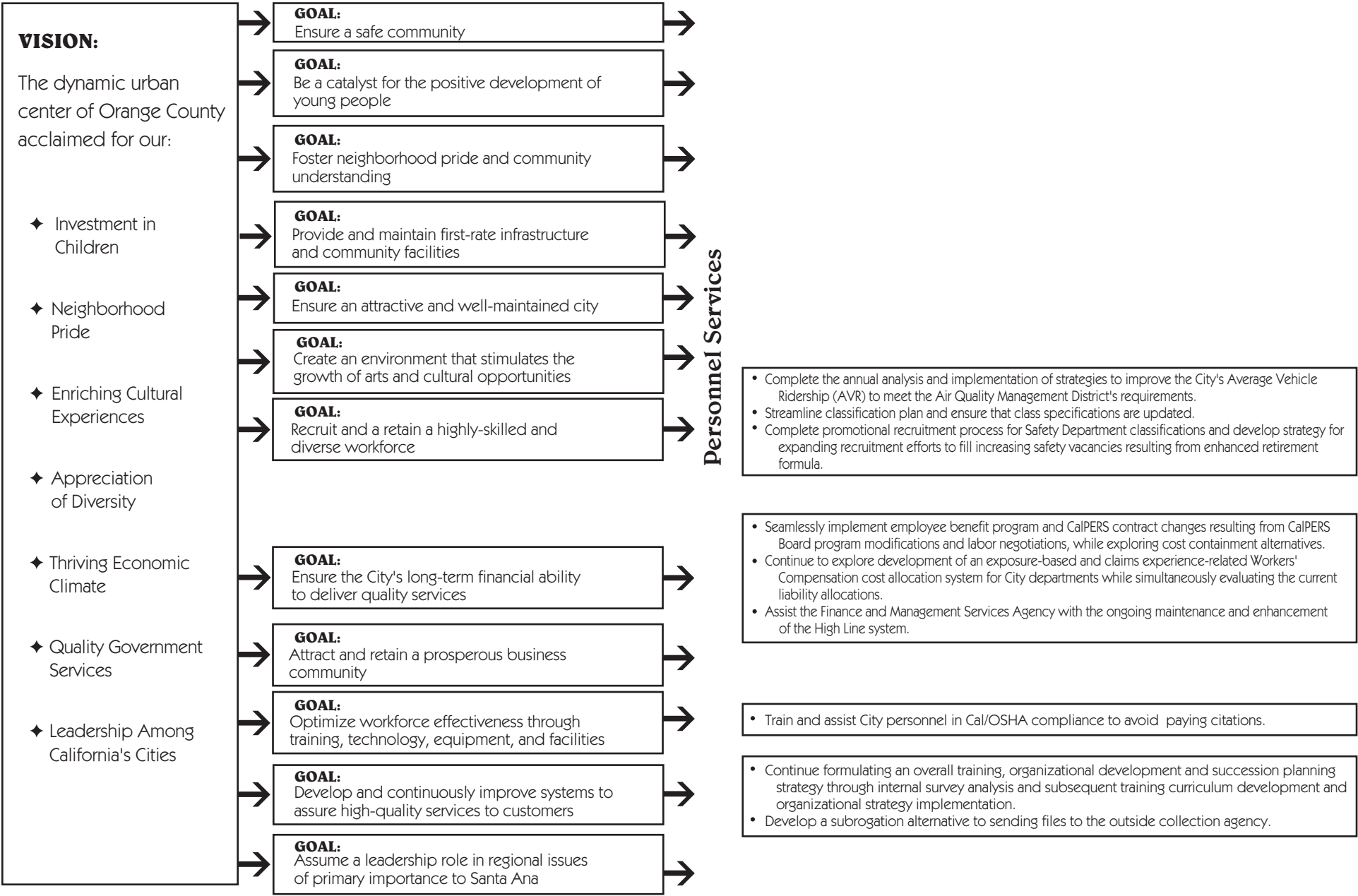
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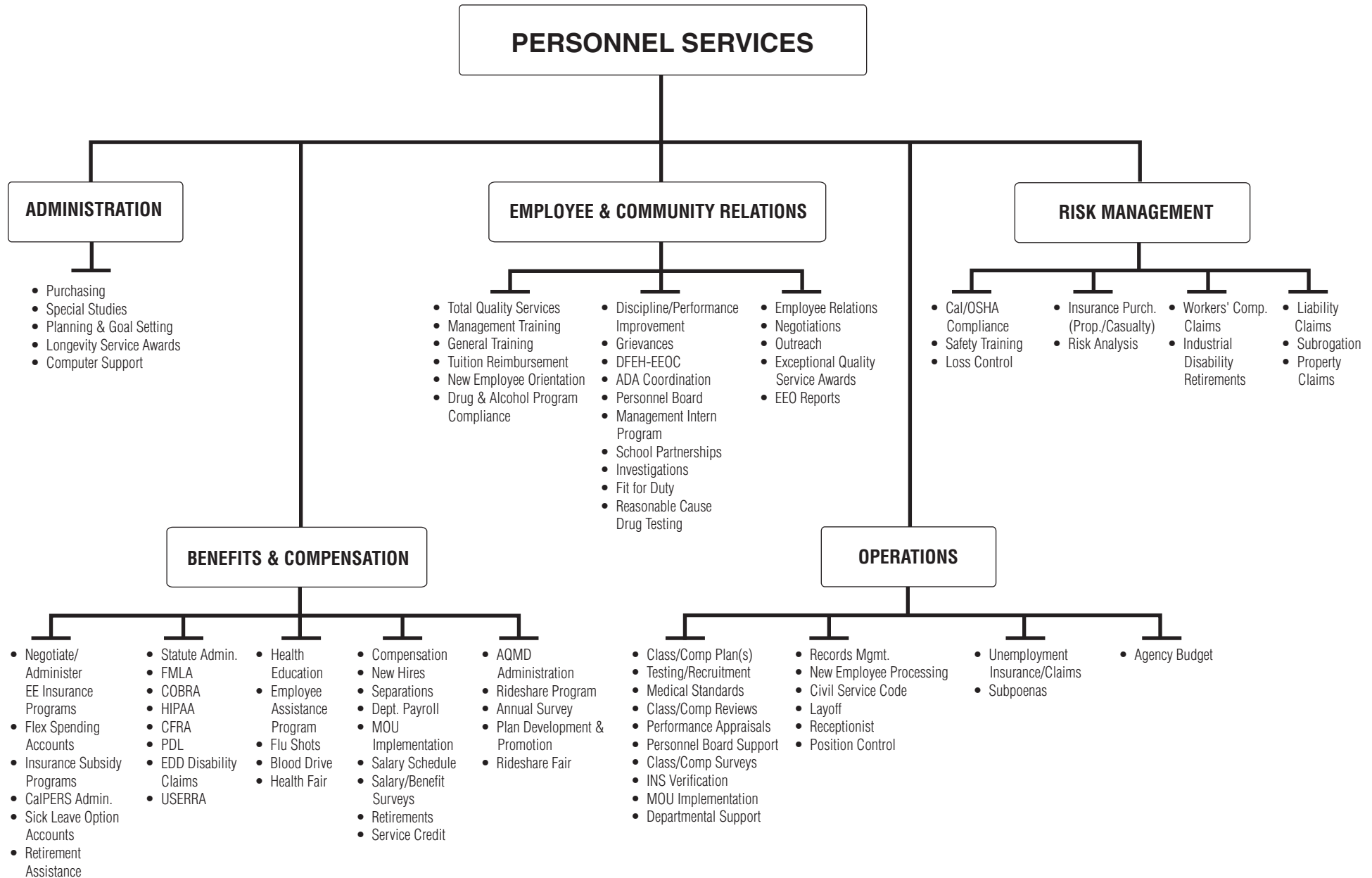
# The City of Santa Ana's Purpose, Vision & Goals

## Personnel Services

Our **PURPOSE** is to provide quality service to enhance the safety, livability and prosperity of our community.



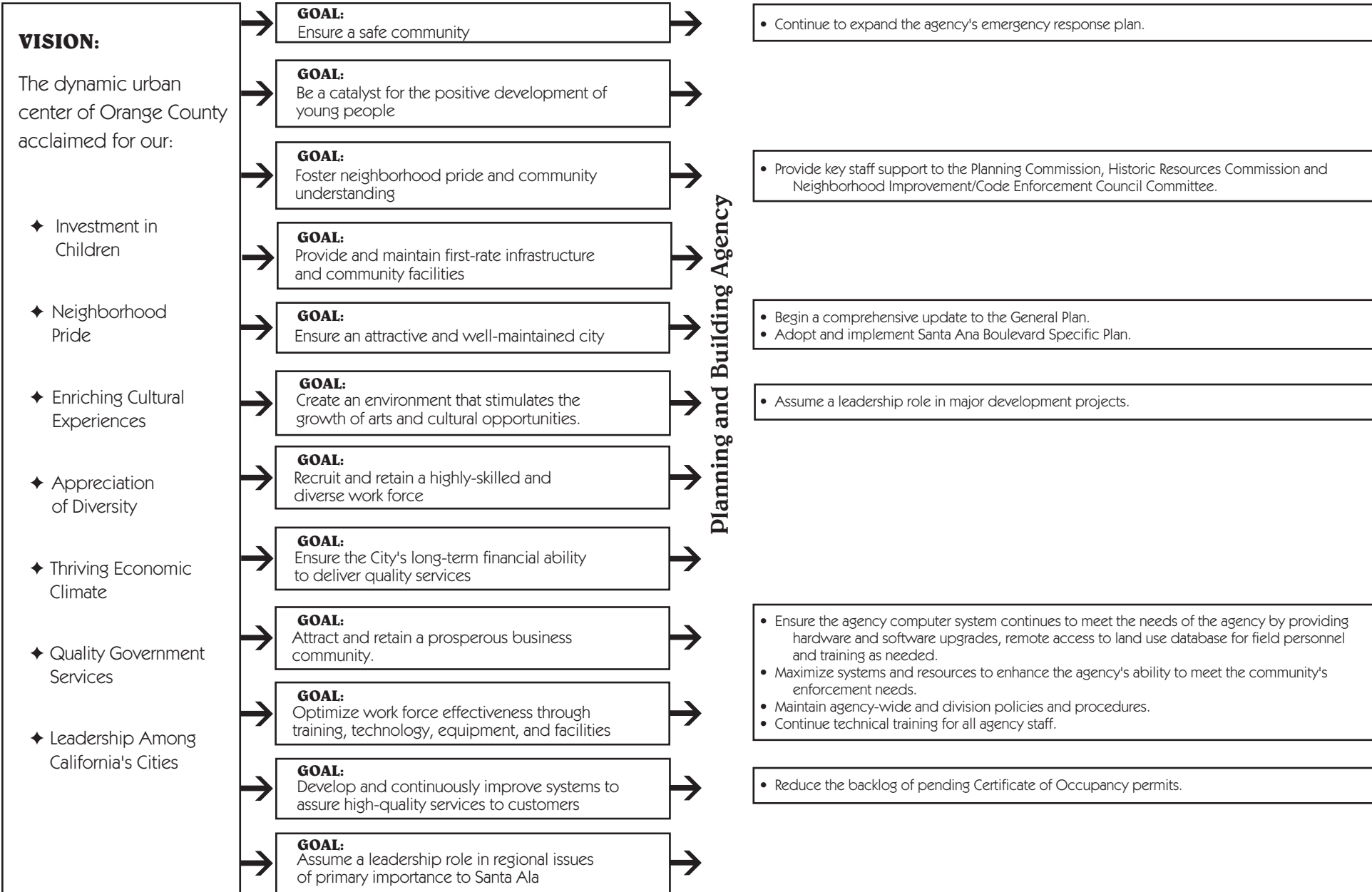
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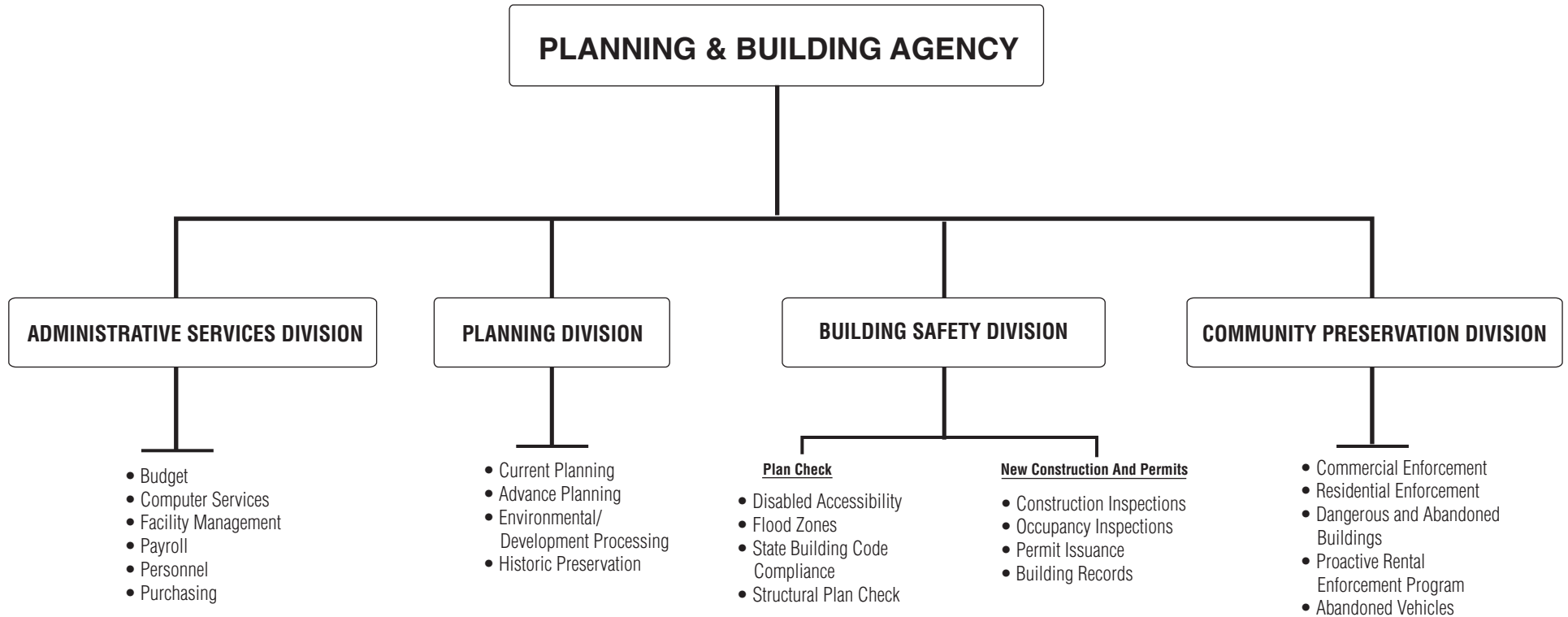
# The City of Santa Ana's Purpose, Vision & Goals

## Planning and Building Agency

Our **PURPOSE** is to provide quality service to enhance the safety, livability and prosperity of our community.



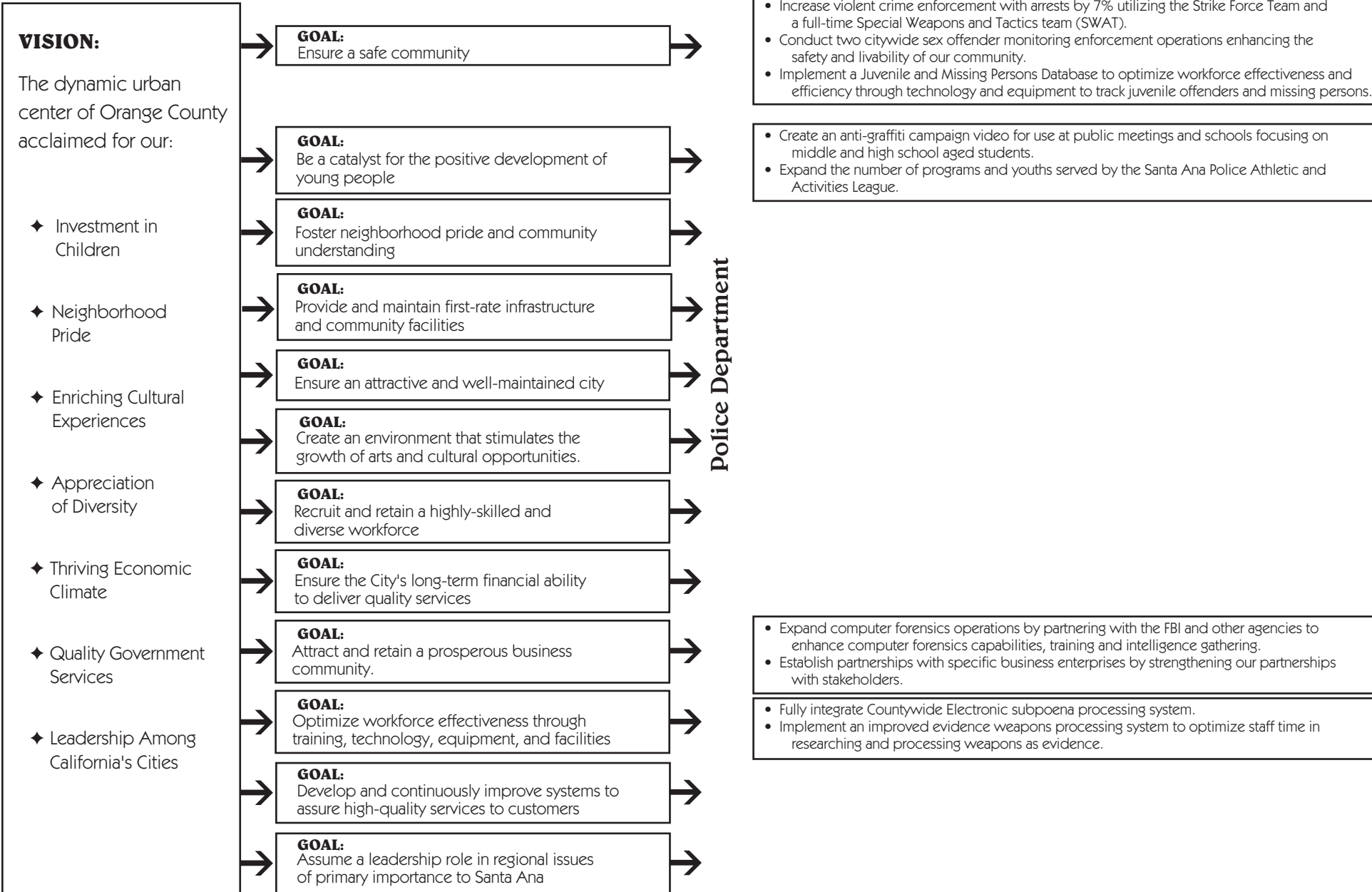
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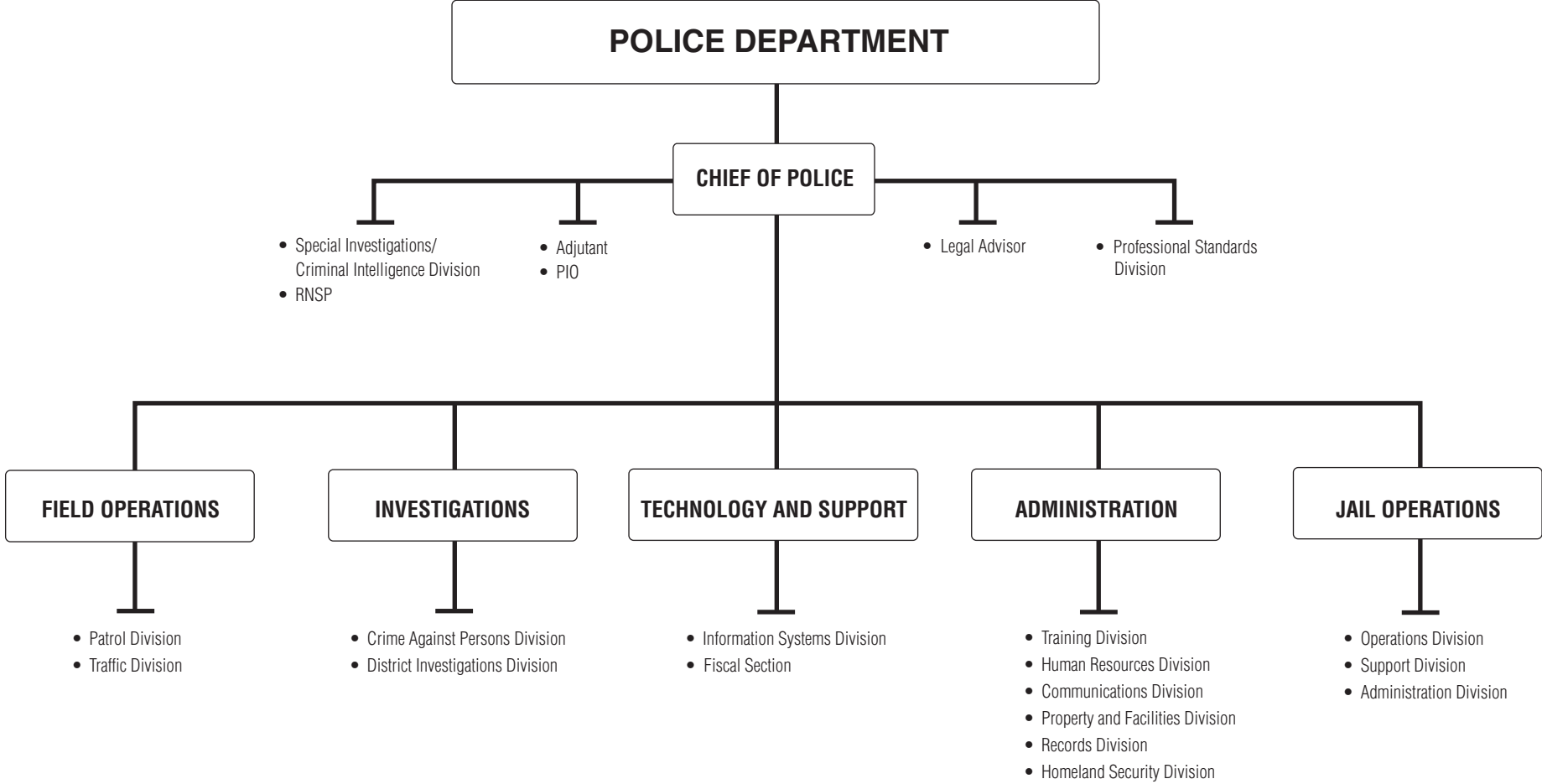
# The City of Santa Ana's Purpose, Vision & Goals

## Police Department

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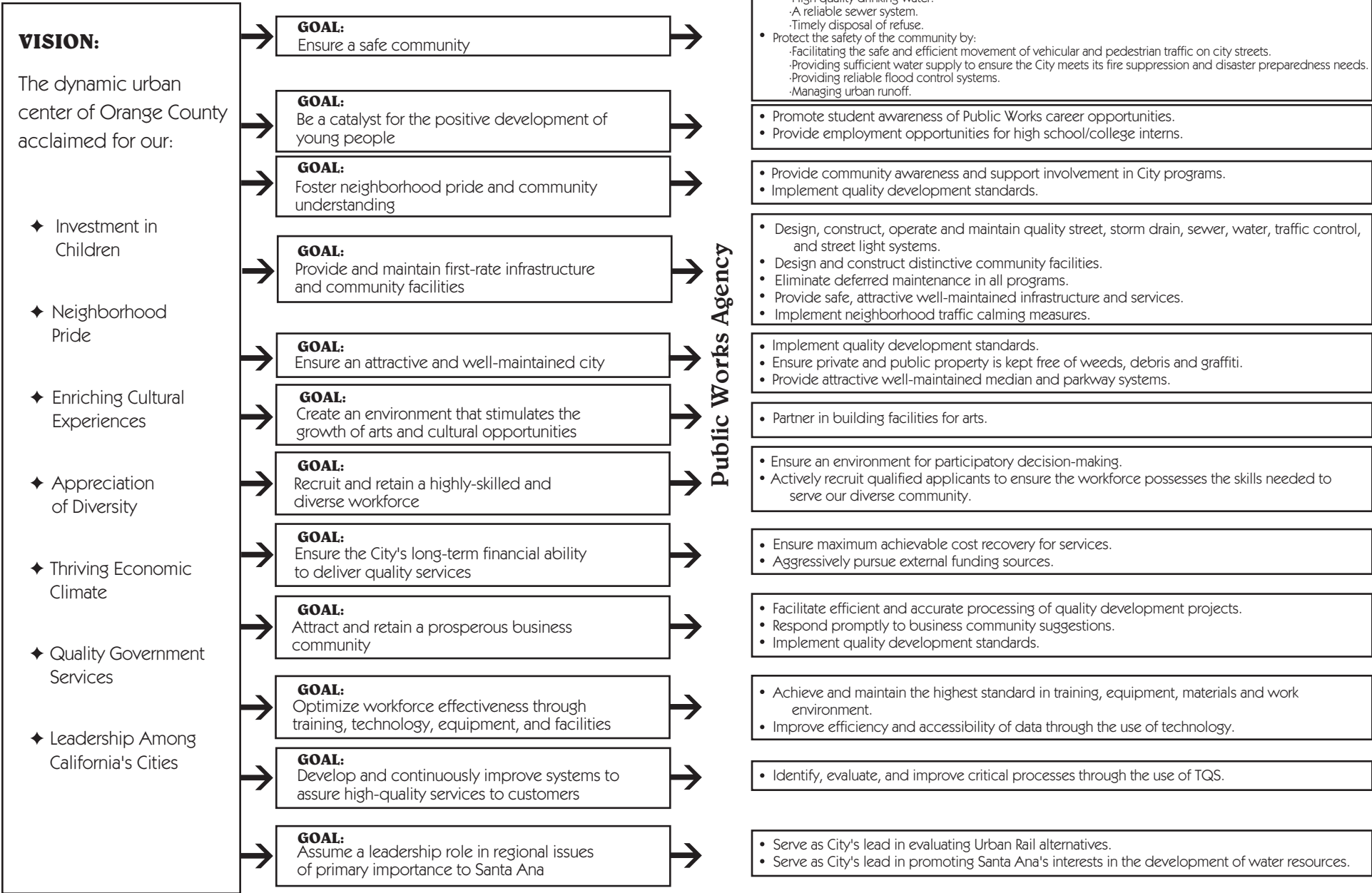
# FUNCTIONAL ORGANIZATION CHART



# The City of Santa Ana's Purpose, Vision & Goals

## Public Works Agency

Our **PURPOSE** is to provide quality service to enhance the safety, livability and prosperity of our community.



# FUNCTIONAL ORGANIZATION CHART

## PUBLIC WORKS AGENCY

### MAINTENANCE SERVICES

#### Street Trees

- Tree trimming, planting, removal
- Pesticide and fungicide application
- Tree well cleaning

#### Roadway Cleaning

- Arterial sidewalk cleaning
- Street sweeping
- Downtown sidewalk cleaning
- Alley clean-up

#### Graffiti Abatement

- Public/private property abatement
- Graffiti Task Force coordination
- Alley contract abatement

#### Roadway Markings & Signs

- Painted striping
- Raised pavement markers
- Painted legends
- Painted curbs
- Street & regulatory signs

#### Roadway Maintenance

- Street repair
- Pothole repair
- Temporary sidewalk repair
- Crack sealing

#### Environmental Sanitation

- Fats, Oil, Grease inspections
- Weed abatement
- City owned vacant parcel maintenance
- NPDES inspections

### ADMINISTRATIVE SERVICES

#### Office Administration

- Clerical support
- Reception
- Radio dispatch

#### Financial Services/Records Management

- Payroll
- Records
- Purchasing
- Budget

#### Enterprise Management

- Street lights
- Median maintenance
- Refuse/recycling
- News racks
- Bus benches/shelters

#### Information Systems

- Agency microcomputers, network, and GIS program

#### General Administration

- General administrative support
- Property management

### WATER RESOURCES

#### Water Production & Supply

- Water production
- Production facilities maintenance
- Emergency response

#### Water System Maintenance

- Water distribution system maintenance
- Water leaks
- Service repairs/replacements
- Emergency response
- Valve, Fire hydrant repairs

#### Water Quality & Measurement

- Utility locations for Underground Services Alert program
- Water quality testing
- Water meters replacements
- Conservation and education programs
- State and Federal regulations compliance
- Backflow device inventory

#### Water Admin. & Engineering

- Water/sewer development review
- Regional water issues
- Plan for water/sewer improvements

#### Sewer System Maintenance

- Sewer Lateral repair/replacement
- Sewer system cleaning
- State regulation compliance-Fats, Oils & Grease
- Emergency sewer spill response

### ENGINEERING SERVICES

#### Design Engineering

- Capital Improvement Program
- Scope & budget for projects
- Design consultant administration
- External funds & grants
- Plans & specs, for CIP
- Infrastructure inventories
- Deferred & preventative maintenance definition
- Right-of-way acquisition
- Street abandonments
- Property management
- Utility undergrounding

#### Construction Engineering

- Construction contracts administration
- Inspection of projects in public right-of-way
- Survey services
- Plans & specifications review
- Underground service alert

#### Traffic Engineering

- Regional transportation issues
- Intra & interjurisdictional coordination
- Major transportation projects
- Traffic signal system
- Traffic Management Center
- Traffic signal & street striping design
- Residential speed program
- Permit parking program
- Traffic studies and reports
- Traffic accident review and mitigation
- Neighborhood traffic plans
- Traffic safety measures investigation
- Claims and litigation

#### Development Engineering

- Map & plan checking
- Development projects
- Street work permits (water, street improvements, etc.)
- Environmental impact reports
- Legal descriptions
- Transportation permits
- Fee collection
- Storm water management

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