Santa Ana Strategic Planning: Creating Our Future

Community Workshop
November 23, 2013
Welcome and Introduction
David Cavazos, City Manager
Creating Our Future

The future is not someplace we are going to, but one we are creating. The paths are not to be found but made, and the activity of making them changes both the maker and the destination.

John Sharr, *Loyalty in America*
Today’s Focus

- Brief overview of strategic planning, terminology, and outcomes
- Report results from the community survey
- Gather ideas about actions you and the City can take about the nine topic areas
- Review next steps
Strategic Planning

• A collaborative process between policy makers, community, and staff
• Establishes a clear vision, mission and values for the organization
• Provides a framework for linking budget, capital improvement planning and other City processes together
• Identifies multi-year, broad goals and strategies
Two Important Parts to the Strategic Plan

• **What:** The “content” of our strategic plan
  - Our mission and vision
  - Our goals and direction for the future

• **How:** How we’ll work together to achieve the goals in the strategic plan
  - Our organization’s values
  - Our implementation action plan
Strategic Plan Components

- Vision
- Mission
- Values
- Goals
- Strategies
- Implementation Action Plan
Developing the Strategic Plan

Plan
- Community Input
  - Three Forums
  - Two Focus Groups
  - Survey
- Environmental Scan
- Staff Input
- City Council

Create
- Vision
- Mission
- Values
- Goals
- Strategies

Examine
- Resource Analysis
- Timelines
- Lead Work Units
- Multi-year plans

Prioritize
- Council Input
- Executive Team Input
- Resource Allocations

Adopt and Monitor
- Five-Year Strategic Plan
- Milestones
- Regular Reports and Updates
- Action Plan
Community Survey Methodology

• Administered Online
• Open from October 2 to November 3
• Survey Administered in English, Spanish, and Vietnamese
• Mobile computer van was provided
• Total of 903 Respondents
  ▪ 769 completed English surveys
  ▪ 99 completed Spanish surveys
  ▪ 35 completed Vietnamese surveys
Who Responded?

- **Gender:**
  - Male: 40.4%
  - Female: 59.6%

- **Age Distribution:**
  - Under 18 years old: 13.3%
  - 18-25: 8.7%
  - 26-35: 18.4%
  - 36-45: 19.8%
  - 46-55: 18.6%
  - 56-65: 13.7%
  - Over 65 years old: 7.6%

- **Ethnicity:**
  - American Indian / Native American: 0.8%
  - Asian: 9.3%
  - Black / African American: 1.0%
  - Hispanic / Latino: 61.0%
  - White / Caucasian: 24.6%
  - Pacific Islander: 0.2%
  - Other: 3.2%
Relationship to Santa Ana

- Resident of Santa Ana: 53.4%
- Student: 6.3%
- Work in Santa Ana: 20.6%
- Business owner in Santa Ana: 14.7%
- City employee: 5.0%

Bar chart showing the percentage of people in each ward and those who don't know their relationship to Santa Ana:

- Ward 1: 12.1%
- Ward 2: 14.5%
- Ward 3: 25.3%
- Ward 4: 13.6%
- Ward 5: 19.6%
- Ward 6: 11.2%
- Don't Know: 3.7%
Strengths/Limitations/Opportunities and Threats Analysis

• Strengths
  ▪ The positive aspects and those things that Santa Ana does well

• Limitations
  ▪ Those things perceived as negative that should be addressed, minimized or eliminated

• Opportunities
  ▪ Favorable outside forces and trends; Unrealized potential within the community.

• Threats
  ▪ Unfavorable outside forces and on-going community trends; Addressing those things that undercut the stability and success of the community.
## Strengths
(mentioned by 75% or more of respondents)

<table>
<thead>
<tr>
<th>Strength</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional destinations (Bowers Museum, Discovery Science Center, Santa Ana Zoo, MainPlace, Mater Dei, High School of the Performing Arts)</td>
<td>87%</td>
</tr>
<tr>
<td>Historic character</td>
<td>81%</td>
</tr>
<tr>
<td>Diverse, multi-cultural city</td>
<td>77%</td>
</tr>
<tr>
<td>Growing creative arts/professional arts presence</td>
<td>76%</td>
</tr>
<tr>
<td>Large workforce</td>
<td>76%</td>
</tr>
<tr>
<td>Thriving, urban downtown</td>
<td>75%</td>
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<tr>
<td>Young population</td>
<td>75%</td>
</tr>
</tbody>
</table>
## Limitations
(mentioned by 75% or more of respondents)

<table>
<thead>
<tr>
<th>Limitation</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large homeless population</td>
<td>89%</td>
</tr>
<tr>
<td>Large low income population</td>
<td>87%</td>
</tr>
<tr>
<td>Continuing gang issues</td>
<td>86%</td>
</tr>
<tr>
<td>Lack of adequate open space</td>
<td>83%</td>
</tr>
<tr>
<td>No clear economic development strategy</td>
<td>82%</td>
</tr>
<tr>
<td>Residential overcrowding</td>
<td>82%</td>
</tr>
<tr>
<td>Lack of trust of government</td>
<td>80%</td>
</tr>
<tr>
<td>Lack of community vision or brand</td>
<td>80%</td>
</tr>
<tr>
<td>Aging infrastructure</td>
<td>77%</td>
</tr>
<tr>
<td>Nonresponsive residential landlords</td>
<td>76%</td>
</tr>
</tbody>
</table>
## Opportunities
(mentioned by 75% or more of respondents)

<table>
<thead>
<tr>
<th>Proposal</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance the community image</td>
<td>93%</td>
</tr>
<tr>
<td>More community engagement</td>
<td>92%</td>
</tr>
<tr>
<td>Encourage new business investment</td>
<td>90%</td>
</tr>
<tr>
<td>Allow innovation for reuse of vacant space in the Downtown</td>
<td>89%</td>
</tr>
<tr>
<td>Expand youth programs, such as job training and placement</td>
<td>89%</td>
</tr>
<tr>
<td>Increase community-based policing</td>
<td>88%</td>
</tr>
<tr>
<td>Increase City efficiency through technology</td>
<td>88%</td>
</tr>
<tr>
<td>Increase focus on community wellness</td>
<td>86%</td>
</tr>
<tr>
<td>Develop a long-term vision for downtown</td>
<td>86%</td>
</tr>
<tr>
<td>Improve housing conditions and affordability</td>
<td>85%</td>
</tr>
<tr>
<td>Attract additional museums, art and cultural institutions, events and programs</td>
<td>83%</td>
</tr>
<tr>
<td>Increase sharing of open space with school district</td>
<td>82%</td>
</tr>
<tr>
<td>Increase involvement of the immigrant community</td>
<td>82%</td>
</tr>
<tr>
<td>Expand tourism / destination activities</td>
<td>82%</td>
</tr>
<tr>
<td>Develop a long-term vision for South Main Street</td>
<td>81%</td>
</tr>
</tbody>
</table>
## Threats
(mentioned by 75% or more of respondents)

<table>
<thead>
<tr>
<th>Threat</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of funding for needed services</td>
<td>91%</td>
</tr>
<tr>
<td>Negative image as an older, high crime community</td>
<td>89%</td>
</tr>
<tr>
<td>Push by other communities to have Santa Ana deal with difficult issues (homeless, parolees, etc.)</td>
<td>87%</td>
</tr>
<tr>
<td>Schools are underperforming</td>
<td>87%</td>
</tr>
<tr>
<td>Growing population / population density</td>
<td>83%</td>
</tr>
<tr>
<td>Increasing cost of services</td>
<td>81%</td>
</tr>
<tr>
<td>Cost of police services is taking a larger and larger percentage of the City budget</td>
<td>78%</td>
</tr>
<tr>
<td>Competition for new businesses from other communities</td>
<td>78%</td>
</tr>
</tbody>
</table>
Most Important Area of Focus During the Next Five Years

- Community Safety: 24.3%
- Youth / Education / Recreation: 22.3%
- Businesses / Job Growth: 17.0%
- City Financial Stability: 14.4%
- Arts and Culture: 6.7%
- Neighborhoods / Housing: 6.6%
- Community Wellness / Environment / Open Space: 4.3%
- Community Facilities / Infrastructure: 2.4%
- Transportation / Transit: 2.0%
Community Safety
Chosen as First or Second Priority by 456 Respondents

- Address issues caused by gang activity: 68% Very Important, 24% Important, 6% Somewhat Important, 2% Not at all Important
- Increase Police presence through community based policing: 66% Very Important, 25% Important, 7% Somewhat Important, 2% Not at all Important
- Increase crime prevention and rehabilitation programs: 52% Very Important, 32% Important, 13% Somewhat Important, 2% Not at all Important
- Have greater community engagement on public safety issues: 49% Very Important, 39% Important, 10% Somewhat Important, 1% Not at all Important
- Restore community justice by addressing Police brutality, racial profiling, etc: 39% Very Important, 26% Important, 22% Somewhat Important, 13% Not at all Important

Management Partners
Youth / Education / Recreation
Chosen as First or Second Priority by 381 Respondents

- Improve community educational resources: 69% Very Important, 27% Important, 4% Somewhat Important, 0% Not at all Important
- Increase City outreach to youth: 64% Very Important, 26% Important, 9% Somewhat Important, 0% Not at all Important
- Have more community centers, programs and events: 59% Very Important, 31% Important, 10% Somewhat Important, 1% Not at all Important
- Utilize more joint use facilities between the City and the school district: 54% Very Important, 30% Important, 12% Somewhat Important, 5% Not at all Important
- Increase sports and recreational facilities: 52% Very Important, 35% Important, 13% Somewhat Important, 1% Not at all Important
Business / Job Growth
Chosen as First or Second Priority by 337 Respondents

- Be a business friendly city: 70%
- Improve Santa Ana’s image through positive marketing: 54%
- Increase youth job training and work placement: 49%
- Promote small and/or minority owned businesses: 46%
- Support Downtown revitalization: 46%
- Improve vocational training opportunities: 41%

Very Important | Important | Somewhat Important | Not at all Important
--- | --- | --- | ---
Be a business friendly city: 23% | 5% | 6% | 1%
Improve Santa Ana’s image through positive marketing: 27% | 13% | 3% | 4%
Increase youth job training and work placement: 30% | 18% | 4% | 3%
Promote small and/or minority owned businesses: 34% | 16% | 4% | 4%
Support Downtown revitalization: 31% | 19% | 4% | 4%
Improve vocational training opportunities: 31% | 24% | 4% | 4%
City Financial Stability

Chosen as First or Second Priority by 303 Respondents

- Have a strong economic development program to generate revenue: 69% Very Important, 22% Important, 8% Somewhat Important, 1% Not at all Important
- Review City employee compensation (salary, pension, fringe benefits): 53% Very Important, 24% Important, 16% Somewhat Important, 7% Not at all Important
- Increase City budget transparency and outreach: 53% Very Important, 31% Important, 12% Somewhat Important, 5% Not at all Important
- Reduce the Police Department budget: 18% Very Important, 20% Important, 25% Somewhat Important, 36% Not at all Important
Arts and Culture

Chosen as First or Second Priority by 149 Respondents

- Increase support for local museums, art and cultural institutions, events, and programs: 70%
  - Very Important: 21%
  - Important: 14%
  - Somewhat Important: 7%
  - Not at all Important: 2%

- Encourage creation of murals and public art: 54%
  - Very Important: 25%
  - Important: 14%
  - Somewhat Important: 7%
  - Not at all Important: 2%

- Preserve the community’s historic resources: 54%
  - Very Important: 34%
  - Important: 11%
  - Somewhat Important: 2%
  - Not at all Important: 3%

- Create a cultural hub for youth: 51%
  - Very Important: 34%
  - Important: 12%
  - Somewhat Important: 3%
  - Not at all Important: 3%

- Support Hispanic culture and art: 40%
  - Very Important: 23%
  - Important: 20%
  - Somewhat Important: 17%
  - Not at all Important: 2%
Neighborhoods/Housing
Chosen as First or Second Priority by 160 Respondents

- Improve housing conditions: 66%
- Increase housing opportunities and affordability: 59%
- Hold landlords accountable; increase tenant rights: 57%
- Address overcrowding: 54%
- Increase code enforcement: 44%

Categories:
- Very Important
- Important
- Somewhat Important
- Not at all Important
Community Wellness/Environment/Open Space
Chosen as First or Second Priority by 135 Respondents

- Create more open space, neighborhood parks, community gardens and recreational facilities: 76% Very Important, 16% Important, 6% Somewhat Important, 2% Not at all Important
- Maintain cleanliness and safety throughout the community: 69% Very Important, 25% Important, 6% Somewhat Important, 0% Not at all Important
- Improve walking and biking lanes and paths: 65% Very Important, 24% Important, 10% Somewhat Important, 1% Not at all Important
- Increase environmental preservation (clean air, clean water, eliminate plastic bags and Styrofoam, etc): 59% Very Important, 29% Important, 10% Somewhat Important, 2% Not at all Important
- Increase health and wellness programs: 54% Very Important, 33% Important, 13% Somewhat Important, 1% Not at all Important
### Community Facilities/Infrastructure

Chosen as First or Second Priority by 58 Respondents

<table>
<thead>
<tr>
<th>Facility/Infrastructure</th>
<th>Very Important</th>
<th>Important</th>
<th>Somewhat Important</th>
<th>Not at all Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain roads, sewers, sidewalks and trees throughout the community</td>
<td>78%</td>
<td>19%</td>
<td>3%</td>
<td>0%</td>
</tr>
<tr>
<td>Repair and modernize public facilities</td>
<td>48%</td>
<td>43%</td>
<td>7%</td>
<td>2%</td>
</tr>
<tr>
<td>Increase lighting in public spaces</td>
<td>48%</td>
<td>41%</td>
<td>28%</td>
<td>22%</td>
</tr>
<tr>
<td>Increase and maintain bike lanes, trials and paths</td>
<td>30%</td>
<td>30%</td>
<td>23%</td>
<td>8%</td>
</tr>
<tr>
<td>Ensure that public facilities are energy efficient</td>
<td>40%</td>
<td>40%</td>
<td>23%</td>
<td>8%</td>
</tr>
</tbody>
</table>

- **Very Important:** A high priority for respondents.
- **Important:** A secondary priority.
- **Somewhat Important:** Less important than important, but still valued.
- **Not at all Important:** Least important of the four categories.

Management Partners
Transportation / Transit
Chosen as First or Second Priority by 65 Respondents

- Improve bus accessibility and reliability: 67% Very Important, 21% Important, 11% Somewhat Important, 2% Not at all Important
- Increase and improve walkways, bike lanes and trails: 62% Very Important, 26% Important, 11% Somewhat Important, 0% Not at all Important
- Support the street car project: 59% Very Important, 22% Important, 16% Somewhat Important, 3% Not at all Important
- Maintain streets and sidewalks: 53% Very Important, 42% Important, 3% Somewhat Important, 2% Not at all Important

Management Partners
Five-Year Vision

Safe

Prosperous

Progressive

Youth

Destination

Healthy

Improving

Downtown

Renewed

Evolving

Transformation

Productive

Community

Vibrant

Better

Revitalized

Education

Strong

Hopeful

Successful

Clean

Thriving

Diverse

Pride

Same

Diversity

Empower
Purpose of Today’s Forum

• Provide ideas that Council can consider as they decide the City’s priorities and strategies to achieve them
  1. What specific actions can you and the community take to make the priorities a reality?
  2. What specific actions can the City take to make these priorities a reality?
Format for Today’s Forum

• Visit as many stations as you would like.
• Write clearly on post-it notes to share your ideas.
• Use the **BLUE** post-it notes to answer the question: What specific actions can **you** and the **community** take to make the priorities a reality?
• Use the **GREEN** post-it notes to answer the question: What specific actions can the **City** take to make these priorities a reality?
Example: Youth/Education/Recreation

On a blue post-it note you might suggest members of the community could

Volunteer to be mentors or coaches for youth after school

On a green post-it note you might suggest the City could

Make additional recreational opportunities available after school
Questions?

- Please come to the front of the room if you have a question
Provide Your Input Now

- Visit a topic area station
- Put your post-it notes on as many areas as you would like
Next Steps

- Compile information from sessions today and post on the website
- Work with executive management to draft elements of the strategic plan
- Share Draft Strategic Plan with Community
- Conduct City Council strategic planning workshop (February)
- Prepare final strategic plan and draft implementation action plan
- Present Strategic Plan to City Council for adoption (March)
- Integrate implementation action plan with budget
Additional Input Opportunities

• Watch for opportunities to participate in other City of Santa Ana planning efforts
  ▪ General Plan Update
  ▪ Housing Element
  ▪ Economic Development Strategic Plan

• Your input matters!
Thank you!

• For information about Santa Ana’s Strategic Planning visit

www.santa-ana.org