

## Reading the Plan

The 5-year strategic plan highlights the priorities that the organization will complete in the coming years. This plan guides readers through the City of Santa Ana’s seven goals resulting from the interviews, community meetings, focus groups, survey information and executive management workshops. Each goal has objectives and related strategies to be implemented during the 5-year strategic plan. Following is a brief definition of the goals, objectives and strategies:

**Goals** are general topics that are likely to involve multiple departments and encompass many objectives. Combining objectives within goals helps to ensure that activities covering similar areas are aligned to produce effective and efficient results.

**Objectives** are multi-year in nature. The timeframe for achieving an objective is typically three to five years, although some may take longer to accomplish.

**Strategies** are the means to achieve the goals. The timeframe for implementing strategies can be within a single budget year and may span several years depending on the specific program or projects undertaken.

The 5-year strategic plan is a living document and should not be considered static by any means. The strategic plan will continue to evolve as City staff provides periodic updates to the City Council and its community during regularly scheduled Council meetings, Council Committee meetings and budget process. Since assumptions, community needs, the economy, legislation and other factors upon which this plan is based continue to change, it is necessary that this be considered as the beginning, rather than an end, to managing the organization and serving Santa Ana’s community.

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*“I am excited to have been a part of the historic creation of a 5-year strategic plan. The adoption of this plan, which was driven by the community, will put our City on track to create a positive environment for those who live, work and invest in Santa Ana.”*

*– Councilman David Benavides*

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The City of Santa Ana is committed to accomplish the goals, objectives and strategies set forth in the plan based on current economic and political environment and will continue to modify the plan to meet the changing needs of the community.