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

<table>
<thead>
<tr>
<th>Task / Event</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>• City Council adopted Sunshine Ordinance</td>
<td>October 15, 2012</td>
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<tr>
<td>• Convened Strategic Plan Council Ad Hoc Committee</td>
<td>April/May 2013</td>
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<tr>
<td>• Interviewed new Councilmembers regarding vision, goals and priorities</td>
<td>May 2013</td>
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<tr>
<td>• Amendment of Sunshine Ordinance regarding Strategic Plan adoption timeframe</td>
<td>June 17, 2013</td>
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<tr>
<td>• Ad Hoc Committee meeting to finalize community and employee engagement</td>
<td>July 8, 2013</td>
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### Task / Event Timeline

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<tr>
<td>Conducted Community Forum &amp; community/employee focus groups (175 attendees)</td>
<td>August 2013</td>
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<tr>
<td>Completed Environmental Scan document</td>
<td>Sept. 2013</td>
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<tr>
<td>Ad Hoc Committee meeting to approve community and employee surveys</td>
<td>Sept. 10, 2013</td>
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<tr>
<td>Conducted community/employee online survey (1,000+ responses)</td>
<td>Oct. 2 – Nov. 3</td>
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<tr>
<td>Ad Hoc Committee meeting</td>
<td>Nov. 5, 2013</td>
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<tr>
<td>Conducted Two Community Workshops (175-200 attendees at each)</td>
<td>Nov. 23, 2013</td>
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<tr>
<td>EMT Strategic Plan workshop</td>
<td>Dec. 17, 2013</td>
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<tr>
<td>EMT review of Draft Strategic Plan</td>
<td>Jan. 15, 2014</td>
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<tr>
<td>Ad Hoc Committee reviewed the draft Strategic Plan</td>
<td>Jan. 16, 2014</td>
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<tr>
<td>Released Draft Strategic Plan to the Community for review/comment</td>
<td>Jan. 24, 2014</td>
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<tr>
<td>Conducted a community meeting to receive comments on the draft Strategic Plan (175-200 attendees)</td>
<td>Feb. 8, 2014</td>
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## Next On Our Schedule

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<thead>
<tr>
<th>Task / Event</th>
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<tr>
<td><strong>City Council Workshop - Review draft Strategic Plan</strong></td>
<td>Feb. 22, 2014</td>
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<tr>
<td>Revisions to Strategic Plan based on City Council and Community feedback</td>
<td>Feb. 23rd – Mar. 11th</td>
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<tr>
<td>City Council review and adoption of Strategic Plan</td>
<td>March 18, 2014</td>
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<tr>
<td>Approval of funding for Strategic Plan</td>
<td>April 2014</td>
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<tr>
<td>Implementation of the Strategic Plan</td>
<td>FY 14/15 – FY 18/19</td>
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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

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<tr>
<th>Strategic Plan Goal</th>
<th>Unfunded Strategies Estimated Costs</th>
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<tr>
<td>Community Safety</td>
<td>$640,000</td>
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<tr>
<td>Youth, Education, Recreation</td>
<td>$745,000</td>
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<tr>
<td>Economic Development</td>
<td>$1,205,000</td>
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<tr>
<td>City Financial Stability</td>
<td>$29,500</td>
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<tr>
<td>Community Health, Livability, Engagement &amp; Sustainability</td>
<td>$895,000</td>
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<tr>
<td>Community Facilities &amp; Infrastructure</td>
<td>$600,000</td>
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<tr>
<td>Team Santa Ana</td>
<td>$142,000</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$4,257,000</strong></td>
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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.
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