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:

- Investment in Children
- Neighborhood Pride
- Enriching Cultural Experiences
- Appreciation of Diversity
- Thriving Economic Climate
- Quality Government Services
- Leadership Among California’s Cities

**Values**

Our organizational values are:

- Service, Integrity, Employees, Teamwork

**Goals**

- Ensure a safe community
- Be a catalyst for the positive development of young people
- Foster neighborhood pride and community understanding
- Provide and maintain first-rate infrastructure and community facilities
- Ensure an attractive and well-maintained city
- Create an environment that stimulates the growth of arts and cultural opportunities
- Recruit and retain a highly-skilled and diverse workforce
- Ensure the City’s long-term financial ability to deliver quality services
- Attract and retain a prosperous business community
- Optimize workforce effectiveness through training, technology, equipment, and facilities
- Develop and continuously improve systems to assure high-quality services to customers
- Assume a leadership role in regional issues of primary importance to Santa Ana
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.

### VISION:
The dynamic urban center of Orange County acclaimed for our:

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### GOAL:
**Ensure a safe community**

- Continue to work with the police department and other law enforcement agencies to enforce state laws and city ordinances

**Be a catalyst for the positive development of young people**

- Continue to emphasize residential code enforcement programs

**Foster neighborhood pride and community understanding**

**Provide and maintain first-rate infrastructure and community facilities**

**Ensure an attractive and well-maintained city**

**Create an environment that stimulates the growth of arts and cultural opportunities.**

**Recruit and retain a highly-skilled and diverse workforce**

- Recruit and retain highly qualified legal professionals to meet the needs of the clients
- Project a strong professional image
- Promote a sense of team pride in accomplishments

**Ensure the City’s long-term financial ability to deliver quality services**

- Practice preventative law by providing legal risk management services and proactive advice

**Attract and retain a prosperous business community.**

- Prioritize resources consistent with City needs

**Optimize workforce effectiveness through training, technology, equipment, and facilities**

- Expand training opportunities and increase in-service training programs

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

- Enhance communication methods and improve technological resources to streamline and improve client service and customer relations

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

- Serve as representative in municipal legal forums to acquire information and establish strong connections for visibility
FUNCTIONAL ORGANIZATION CHART

CITY ATTORNEY’S OFFICE

DEVELOPMENT SERVICES GROUP

- Provides development and construction advisory and litigation services to various departments, agencies, boards, and commissions.
- Prosecutes violations of the Santa Ana Municipal Code.

ADMINISTRATIVE GROUP

- Responsible for all administrative aspects of department, including but not limited to: Personnel, Budget, Quality Education, Training, Office Administration, Office Technology, etc.
- Supervision of support staff.

GENERAL COUNSEL GROUP

- Provides a wide range of legal services to all non-development oriented agencies, boards and commissions of the City.
- Manages all tort/civil liability litigation and provides support to Risk Management Division
- Provides advisory support to the Santa Ana Police Department
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.

**Vision:**
The dynamic urban center of Orange County acclaimed for our:

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- Leadership Among California’s Cities

<table>
<thead>
<tr>
<th>Goal: Ensure a safe community</th>
<th>City Manager’s Office</th>
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</table>
| Goal: Be a catalyst for the positive development of young people | • Ensure a balanced and well-planned community.  
• Ensure a comprehensive, city-wide approach to solving community safety issues.  
• Project a safe image to the community. |
| Goal: Foster neighborhood pride and community understanding | • Support the development and implementation of a comprehensive youth services plan including joint-use of school and City facilities, and a greater investment in after school recreation and education programs.  
• Maintain and increase communication with educational institutions. |
| Goal: Provide and maintain first-rate infrastructure and community facilities | • Project a positive image of the city to our community.  
• Ensure cooperative action and positive communication between departments and the community. |
| Goal: Ensure an attractive and well-maintained city | • Establish quality parameters for infrastructure and community facilities.  
• Lead departments in defining and identifying CIP needs and resources. |
| Goal: Create an environment that stimulates the growth of arts and cultural opportunities | • Support departmental efforts to promote art and cultural opportunities. |
| Goal: Recruit and retain a highly-skilled and diverse workforce | • Enable and insure that departments employ a highly skilled workforce which reflects the makeup of the community.  
• Lead departments in implementing organizational development initiatives and succession plans. |
| Goal: Ensure the City’s long-term financial ability to deliver quality services | • Ensure a long-term comprehensive approach to stabilizing the economic strength of the City.  
• Ensure efficient and effective utilization of resources. |
| Goal: Attract and retain a prosperous business community | • Project a positive image of the city as a good place to do business.  
• Project a positive environment for quality business development in the emerging global economy. |
| Goal: Optimize workforce effectiveness through training, technology, equipment, and facilities | • Establish parameters for achieving and maintaining quality standards for compensation, training, and work environment.  
• Support improvement of citywide information systems. |
| Goal: Develop and continuously improve systems to assure high-quality services to customers | • Institute systems for departments to identify, evaluate and improve critical processes.  
• Demonstrate commitment to quality customer service. |
| Goal: Assume a leadership role in regional issues of primary importance to Santa Ana | • Ensure Santa Ana’s interests are protected within its regional environment.  
• Establish parameters for departments to respond to regional mandates and laws, and guarantee the availability of resources. |
FUNCTIONAL ORGANIZATION CHART

CITY MANAGER'S OFFICE

ADMINISTRATION

- Operations Overview
- Project Overview
- Organizational Policy Development and Implementation
- RFCA's
- Budget
- Agreements
- Personnel
- Payroll
- Purchasing
- City Website

EXTERNAL AFFAIRS

- Policy Development
- City Council Services
- Public Information
- Community Relations
- Intergovernmental Affairs
- Legislative Advocacy and Analysis
- Interagency Grant Task Force
- Regional, State and Federal Boards & Commissions
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.

**Vision:**

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- **Enriching Cultural Experiences**
- **Appreciation of Diversity**
- **Thriving Economic Climate**
- **Quality Government Services**
- **Leadership Among California’s Cities**

**Goals:**

- **Goal:** Ensure a safe community
- **Goal:** Be a catalyst for the positive development of young people
- **Goal:** Foster neighborhood pride and community understanding
- **Goal:** Provide and maintain first-rate infrastructure and community facilities
- **Goal:** Ensure an attractive and well-maintained city
- **Goal:** Create an environment that stimulates the growth of arts and cultural opportunities.
- **Goal:** Recruit and retain a highly-skilled and diverse workforce
- **Goal:** Ensure the City’s long-term financial ability to deliver quality services
- **Goal:** Attract and retain a prosperous business community.
- **Goal:** Optimize workforce effectiveness through training, technology, equipment, and facilities
- **Goal:** Develop and continuously improve systems to assure high-quality services to customers
- **Goal:** Assume a leadership role in regional issues of primary importance to Santa Ana
- **Goal:** Work with schools to involve the City’s youth in governmental processes and historical research.
- **Goal:** Increase public awareness of local government processes, particularly the council meetings, council records and election processes.
- **Goal:** Encourage participation on the City’s Boards and Commissions.
- **Goal:** Ensure an environment for participatory decision-making and employee empowerment.
- **Goal:** Ensure the Clerk’s staff reflects the makeup of the community.
- **Goal:** Ensure efficient and effective utilization of departmental resources.
- **Goal:** Explore with other staff new technologies for records imaging, retention and accessing.
- **Goal:** Continue review of procedures for processing, disseminating, and maintaining public information to ensure that all constituencies are provided high-quality service.
FUNCTIONAL ORGANIZATION CHART

CLERK OF THE COUNCIL

ADMINISTRATION

Corporate Secretary to and Agent for
- City Council
- City of Santa Ana (A Municipal Corporation)
- Countywide Financing Authority
- Industrial Development Authority
- Santa Ana Financing Authority
- Santa Ana Empowerment Corporation
- Community Redevelopment Agency
- Housing Authority

Legislative Services
- Agendas and Minutes Preparation
- Legal Notices, Postings and Public Hearings
- Ordinances and Resolutions
- Santa Ana Charter and Municipal Code (SAMC)
- Subscriptions (Agenda and Minutes)
- Format Minutes and Agenda for City’s Web Site

Records Management
- Citywide Records Program
- Certified Copies (City Seal)
- Public Records, Contracts, Deeds
- Legislative Historic Documents

Election Services
- Municipal Elections Officer
- Running for Office Handbook
- Initiative/Other Petitions

Boards and Commissions Responsibilities
- Applications and Appointments
- Biannual Attendance Reports
- Boards and Commissions Handbook
- Oaths of Office

Receipt of Official Filings
- Chapter 3 (SAMC) Appeals
- Claims
- Summons and Subpoenas
- ABC/Other Agency Notifications

Council Services
- Mail Processing for Council

Fair Political Practices Commission (FPPC) Duties
- Local Filing Officer
- Campaign Statements
- Statements of Economic Interest
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.

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- Leadership Among California’s Cities

**GOAL:**
Ensure a safe community

**GOAL:**
Be a catalyst for the positive development of young people

**GOAL:**
Foster neighborhood pride and community understanding

**GOAL:**
Provide and maintain first-rate infrastructure and community facilities

**GOAL:**
Ensure an attractive and well-maintained city

**GOAL:**
Create an environment that stimulates the growth of arts and cultural opportunities.

**GOAL:**
Recruit and retain a highly-skilled and diverse workforce

**GOAL:**
Ensure the City's long-term financial ability to deliver quality services

**GOAL:**
Attract and retain a prosperous business community.

**GOAL:**
Optimize workforce effectiveness through training, technology, equipment, and facilities

**GOAL:**
Develop and continuously improve systems to assure high-quality services to customers

**GOAL:**
Assume a leadership role in regional issues of primary importance to Santa Ana

- Assist in the revitalization strategy of the Townsend and Raitt neighborhood.
- Assist the County to realize reuse potential of certain County owned properties.
- Initiate development of Agency-owned properties on Santa Ana Boulevard.

- Evaluate development opportunities for the P.E. right-of-way and Willowick Golf Course.
- Analyze the feasibility of development opportunities at the Santa Ana Regional Transportation Center.
- Develop a citywide Economic Development Strategic Plan.
- Facilitate the expansion and enhancement of the Auto Mall.
- Facilitate the expansion of MainPlace.
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.

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**GOAL:**
Ensure a safe community
- Provide coaching and participate in the City's Youth Development Initiative.

**GOAL:**
Be a catalyst for the positive development of young people

**GOAL:**
Foster neighborhood pride and community understanding

**GOAL:**
Provide and maintain first-rate infrastructure and community facilities
- Continue development of energy management measures for all city facilities.
- Complete Facility Pollution Plan recommitted upgrades to comply with new regulations.

**GOAL:**
Ensure an attractive and well-maintained city
- Develop and continuously improve systems to assure high-quality services to customers.

**GOAL:**
Create an environment that stimulates the growth of arts and cultural opportunities.

**GOAL:**
Recruit and retain a highly-skilled and diverse workforce

**GOAL:**
Ensure the City’s long-term financial ability to deliver quality services
- Evaluate and recommend revenue enhancement and cost reduction strategies to improve the financial strength of the City.

**GOAL:**
Attract and retain a prosperous business community

**GOAL:**
Optimize workforce effectiveness through training, technology, equipment, and facilities
- Implement the Enterprise Resource Planning (ERP) financial system (Phase I), and utility billing system.
- Complete implementation of the Fleet Management System.

**GOAL:**
Assume a leadership role in regional issues of primary importance to Santa Ana
- Continue evaluating the organizational structure of the Divisions.

**GOAL:**
Develop and continuously improve systems to assure high-quality services to customers

**GOAL:**
Assure high-quality services to customers
- Complete Facility Pollution Plan recommitted upgrades to comply with new regulations.
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.

VISION:
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- Thriving Economic Climate
- Quality Government Services
- Leadership Among California's Cities

GOAL:
Ensure a safe community

- Ensure a well-maintained, cross-trained emergency response force capable of resolving any emergency or disaster.
- Provide fair and consistent enforcement of the Fire Code.

GOAL:
Be a catalyst for the positive development of young people

- Direct department resources into school district programs, e.g., Stay in School, etc.

GOAL:
Foster neighborhood pride and community understanding

- Promote a positive image to our community and surrounding cities.
- Demonstrate leadership in the Orange County fire service community.

GOAL:
Provide and maintain first-rate infrastructure and community facilities

- Ensure resources are expended on highest priority projects/items.
- Maintain all emergency response equipment, facilities, and apparatus in the highest state of readiness.

GOAL:
Ensure an attractive and well-maintained city

- Actively recruit qualified applicants to ensure the workforce reflects the makeup of the community.

GOAL:
Create an environment that stimulates the growth of arts and cultural opportunities.

- Create a positive business image for the city by providing the best level of emergency response.
- Develop a working problem-solving atmosphere with developers, contractors, and other city agencies.

GOAL:
Recruit and retain a highly-skilled and diverse workforce

- Demonstrate commitment to employee empowerment.
- Support the Fire Department's Agency Advisory Team (AAT) to analyze internal processes and customer service.

GOAL:
Ensure the City's long-term financial ability to deliver quality services

- Provide leadership role in regional metropolitan medical response systems.

GOAL:
Attract and retain a prosperous business community

- Provide leadership role in regional issues of primary importance to Santa Ana

GOAL:
Optimize workforce effectiveness through training, technology, equipment, and facilities

- Develop and continuously improve systems to assure high-quality services to customers

GOAL:
Develop and continuously improve systems to assure high-quality services to customers

- Demonstrate commitment to employee empowerment.
- Support the Fire Department's Agency Advisory Team (AAT) to analyze internal processes and customer service.

GOAL:
Assume a leadership role in regional issues of primary importance to Santa Ana

- Provide leadership role in regional metropolitan medical response systems.
FUNCTIONAL ORGANIZATION CHART

FIRE CHIEF

FIRE EMERGENCY OPERATIONS DEPUTY FIRE CHIEF
- Training & Reserve Program
- Community & Media Relations
- Fire Operations A, B, & C SHIFTS
  - Fire Suppression
  - Emergency Medical Services
  - HazMat Response
  - Urban Search & Rescue

FIRE SUPPORT SERVICES DEPUTY FIRE CHIEF
- Communication & Dispatch
- Grant Management
- Emergency Management
- Fire Maintenance
  - Facilities
  - Apparatus

ADMINISTRATIVE SERVICES ADMINISTRATIVE CHIEF/FIRE MARSHAL
- Information Technology
- Fiscal & Budget
  - Accounting, Budget, Contracts & Payroll
- Prevention
  - Planning & Development
  - Code Enforcement & Inspection
  - Environmental
  - Fire/Arson Investigation
  - Public Education
Our **PURPOSE** is to provide quality service to enhance the safety, livability and prosperity of our community.
• 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.

• 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.

• 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.
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:

- Investment in Children
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- Appreciation of Diversity
- Thriving Economic Climate
- Quality Government Services
- Leadership Among California’s Cities

**GOAL:**
Ensure a safe community

- Strategically plan special events and recreation programs to include greater interdivisional collaboration, creative use of volunteer labor, and the raising of additional amounts of revenue through fee and sponsorship sources.
- Enhance partnerships with the community in order to make more effective programs, services and events that serve the positive development of youth in the community.

**GOAL:**
Be a catalyst for the positive development of young people

**GOAL:**
Foster neighborhood pride and community understanding

**GOAL:**
Provide and maintain first-rate infrastructure and community facilities

**GOAL:**
Ensure an attractive and well-maintained city

**GOAL:**
Create an environment that stimulates the growth of arts and cultural opportunities

**GOAL:**
Recruit and retain a highly-skilled and diverse workforce

**GOAL:**
Ensure the City’s long-term financial ability to deliver quality services

**GOAL:**
Attract and retain a prosperous business community

**GOAL:**
Optimize workforce effectiveness through training, technology, equipment, and facilities

**GOAL:**
Develop and continuously improve systems to assure high-quality services to customers

**GOAL:**
Assume a leadership role in regional issues of primary importance to Santa Ana

**GOAL:**
Initiate a Total Quality Service Team to focus on contract maintenance administration, preventative and deferred maintenance and the planning of capital improvement projects for all park recreation facilities.

**GOAL:**
Develop communication linkages with the customers of Parks, Recreation, and Community Services through the establishment of strong relations with Neighborhood Associations.

**GOAL:**
Strengthen the effectiveness of the athletic field reservation system with a special emphasis on establishing procedures for the use of the new synthetic soccer fields and develop a field renovation system to ensure fields are maintained green.
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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**GOAL:**

Ensure a safe community

**GOAL:**

Be a catalyst for the positive development of young people

**GOAL:**

Foster neighborhood pride and community understanding

**GOAL:**

Provide and maintain first-rate infrastructure and community facilities

**GOAL:**

Ensure an attractive and well-maintained city

**GOAL:**

Create an environment that stimulates the growth of arts and cultural opportunities

**GOAL:**

Recruit and retain a highly-skilled and diverse workforce

**GOAL:**

Ensure the City’s long-term financial ability to deliver quality services

**GOAL:**

Attract and retain a prosperous business community

**GOAL:**

Optimize workforce effectiveness through training, technology, equipment, and facilities

**GOAL:**

Develop and continuously improve systems to assure high-quality services to customers

**GOAL:**

Assume a leadership role in regional issues of primary importance to Santa Ana

**PERSONNEL SERVICES**

- Complete the annual analysis and implementation of strategies to improve the City’s Average Vehicle Ridership (AVR) to meet the Air Quality Management District’s requirements.
- Streamline classification plan and ensure that class specifications are updated.
- Complete promotional recruitment process for Safety Department classifications and develop strategy for expanding recruitment efforts to fill increasing safety vacancies resulting from enhanced retirement formula.
- Seamlessly implement employee benefit program and CalPERS contract changes resulting from CalPERS Board program modifications and labor negotiations, while exploring cost containment alternatives.
- Continue to explore development of an exposure-based and claims experience-related Workers’ Compensation cost allocation system for City departments while simultaneously evaluating the current liability allocations.
- Assist the Finance and Management Services Agency with the ongoing maintenance and enhancement of the High Line system.
- Train and assist City personnel in Cal/OSHA compliance to avoid paying citations.
- Continue formulating an overall training, organizational development and succession planning strategy through internal survey analysis and subsequent training curriculum development and organizational strategy implementation.
- Develop a subrogation alternative to sending files to the outside collection agency.
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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**GOAL:** Ensure a safe community

**GOAL:** Be a catalyst for the positive development of young people

**GOAL:** Foster neighborhood pride and community understanding

**GOAL:** Provide and maintain first-rate infrastructure and community facilities

**GOAL:** Ensure an attractive and well-maintained city

**GOAL:** Create an environment that stimulates the growth of arts and cultural opportunities.

**GOAL:** Recruit and retain a highly-skilled and diverse work force

**GOAL:** Ensure the City's long-term financial ability to deliver quality services

**GOAL:** Attract and retain a prosperous business community.

**GOAL:** Optimize work force effectiveness through training, technology, equipment, and facilities

**GOAL:** Develop and continuously improve systems to assure high-quality services to customers

**GOAL:** Assume a leadership role in regional issues of primary importance to Santa Ana

- Continue to expand the agency's emergency response plan.
- Provide key staff support to the Planning Commission, Historic Resources Commission and Neighborhood Improvement/Code Enforcement Council Committee.
- Begin a comprehensive update to the General Plan.
- Adopt and implement Santa Ana Boulevard Specific Plan.
- Assume a leadership role in major development projects.
- Ensure the agency computer system continues to meet the needs of the agency by providing hardware and software upgrades, remote access to land use database for field personnel and training as needed.
- Maximize systems and resources to enhance the agency's ability to meet the community's enforcement needs.
- Maintain agency-wide and division policies and procedures.
- Continue technical training for all agency staff.
- Reduce the backlog of pending Certificate of Occupancy permits.
The City of Santa Ana's Purpose, Vision & Goals
Police Department

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

### VISION:
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- **Appreciation of Diversity**
- **Thriving Economic Climate**
- **Quality Government Services**
- **Leadership Among California's Cities**

### GOAL:
Ensure a safe community

- Increase violent crime enforcement with arrests by 7% utilizing the Strike Force Team and a full-time Special Weapons and Tactics team (SWAT).
- Conduct two citywide sex offender monitoring enforcement operations enhancing the safety and livability of our community.
- Implement a Juvenile and Missing Persons Database to optimize workforce effectiveness and efficiency through technology and equipment to track juvenile offenders and missing persons.

### GOAL:
Be a catalyst for the positive development of young people

- Create an anti-graffiti campaign video for use at public meetings and schools focusing on middle and high school aged students.
- Expand the number of programs and youths served by the Santa Ana Police Athletic and Activities League.

### GOAL:
Foster neighborhood pride and community understanding

- Recruit and retain a highly-skilled and diverse workforce
- Ensure the City's long-term financial ability to deliver quality services
- Attract and retain a prosperous business community.

### GOAL:
Provide and maintain first-rate infrastructure and community facilities

- Optimize workforce effectiveness through training, technology, equipment, and facilities
- Develop and continuously improve systems to assure high-quality services to customers
- Assume a leadership role in regional issues of primary importance to Santa Ana

### GOAL:
Ensure an attractive and well-maintained city

- Create an environment that stimulates the growth of arts and cultural opportunities.
- Expand computer forensics operations by partnering with the FBI and other agencies to enhance computer forensics capabilities, training and intelligence gathering.
- Establish partnerships with specific business enterprises by strengthening our partnerships with stakeholders.
- Fully integrate Countywide Electronic subpoenas processing system.
- Implement an improved evidence weapons processing system to optimize staff time in researching and processing weapons as evidence.
## The City of Santa Ana's Purpose, Vision & Goals

**Public Works Agency**

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

### Vision
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### Goals
- **Goal:** Ensure a safe community
- **Goal:** Be a catalyst for the positive development of young people
- **Goal:** Foster neighborhood pride and community understanding
- **Goal:** Provide and maintain first-rate infrastructure and community facilities
- **Goal:** Ensure an attractive and well-maintained city
- **Goal:** Create an environment that stimulates the growth of arts and cultural opportunities
- **Goal:** Recruit and retain a highly-skilled and diverse workforce
- **Goal:** Ensure the City's long-term financial ability to deliver quality services
- **Goal:** Attract and retain a prosperous business community
- **Goal:** Optimize workforce effectiveness through training, technology, equipment, and facilities
- **Goal:** Develop and continuously improve systems to assure high-quality services to customers
- **Goal:** Assume a leadership role in regional issues of primary importance to Santa Ana

### Benefits
- Protect the health of the community by providing:
  - High quality drinking water.
  - A reliable sewer system.
  - Timely disposal of refuse.
- Protect the safety of the community by:
  - Facilitating the safe and efficient movement of vehicular and pedestrian traffic on city streets.
  - Providing sufficient water supply to ensure the City meets its fire suppression and disaster preparedness needs.
  - Managing urban runoff.
- Promote student awareness of Public Works career opportunities.
- Provide employment opportunities for high school/college interns.
- Provide community awareness and support involvement in City programs.
- Implement quality development standards.
- Design, construct, operate and maintain quality street, storm drain, sewer, water, traffic control, and street light systems.
- Design and construct distinctive community facilities.
- Eliminate deferred maintenance in all programs.
- Provide safe, attractive well-maintained infrastructure and services.
- Implement neighborhood traffic calming measures.
- Ensure an environment for participatory decision-making.
- Actively recruit qualified applicants to ensure the workforce possesses the skills needed to serve our diverse community.
- Ensure maximum achievable cost recovery for services.
- Aggressively pursue external funding sources.
- Facilitate efficient and accurate processing of quality development projects.
- Respond promptly to business community suggestions.
- Implement quality development standards.
- Achieve and maintain the highest standard in training, equipment, materials and work environment.
- Improve efficiency and accessibility of data through the use of technology.
- Identify, evaluate, and improve critical processes through the use of TQS.
- Serve as City's lead in evaluating Urban Rail alternatives.
- Serve as City's lead in promoting Santa Ana's interests in the development of water resources.
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