

# IMPLEMENTATION

An implementation plan is a coordinated series of actions the City desires to take in the future that are intended to advance, over the long term, the City’s Shared Vision, Core Values, and the General Plan goals and policies. An implementation plan is thus a follow-up measure for this element. Taken as a whole, these programs represent the City’s best thinking today on what actions should be taken to address the considerations and concerns of the community and make sure that the plan’s aspirations are achieved.

Implementation is in large part contingent upon adequate funding. Many of these actions can be pursued through initiatives already underway.

Other programs will require additional resources. Therefore, the exact mix and timing of programs the City may pursue will in part be opportunity driven, dependent on the availability of funding, staffing, and other necessary resources. The Time Frame in the Implementation Table below is the target for completion of the Action.

This element may be implemented by amendments to existing plans, ordinances, development standards, and design guidelines; capital investments/projects; and interagency/interjurisdictional coordination. The following table identifies the implementation action, the responsible City agency, and targeted timeline for accomplishment.

**TABLE PS-2. PUBLIC SERVICES ELEMENT IMPLEMENTATION**

Ref #	Implementation Action	Agency / Time Frame
<b>GOAL PS-1: Public Facilities</b>		
<b>Provide quality and efficient facilities that are adequately funded, accessible, safe, and strategically located.</b>		
1.1	<b>Equity audit.</b> Conduct an audit of the equitability of where and how public facilities and services are provided throughout the city; develop and implement an action plan to improve the equitability of the provision of public facilities and services based on the findings of the audit.	PRCSA/PWA 2023
1.2	<b>Accessibility audit.</b> Alone or in conjunction with the equity audit, conduct an audit of accessibility at City-owned public facilities in accordance with the Americans with Disabilities Act (ADA); development and implement an action plan to remedy ADA accessibility shortcomings.	PWA 2024
1.3	<b>Development impact fees.</b> Conduct a review of the City’s development impact fees to determine if changes in the amount of fees are warranted to adequately offset additional strain on existing infrastructure systems.	PWA 2022
1.4 <sup>EA</sup>	<b>Fiscal priority for public improvements.</b> Identify City fiscal and operational procedures and potential thresholds involved in the prioritization of general funds for public programming, service, or infrastructure improvements for residents living within environmental justice area boundaries.	CMO 2021 & annually
1.5	<b>Public-private partnerships.</b> Explore methods to upgrade public facilities and services through public-private partnerships.	PRCSA 2022
1.6	<b>Capital Improvement Program.</b> Conduct annual review and update of the Capital Improvement Program to ensure adequate and timely provision of public facility and municipal utility provisions.	PWA Ongoing
1.7	<b>Infrastructure master plans.</b> Perform periodic (approximately every 10 years) water/sewer resource studies and master plans to identify deficiencies and deferred maintenance for the city’s infrastructure systems, including cost estimates; develop nexus calculations to determine new development’s fair share cost to upgrade infrastructure systems.	PWA Ongoing
1.8	<b>Secondary use of City-owned infrastructure.</b> Identify City water facilities that can accommodate recreation and/or public art amenities.	PWA 2023
1.9	<b>Alternative energy for water resources.</b> Identify projects from the completed Alternative Energy Feasibility Study for water resources, to be included in the Capital Improvement Plan.	PWA 2022



TABLE PS-2. PUBLIC SERVICES ELEMENT IMPLEMENTATION

Ref #	Implementation Action	Agency / Time Frame
<b>GOAL PS-2: Public Safety</b> Preserve a safe and secure environment for all people and property.		
2.1	<b>Approach to police service.</b> Collaborate with community partners to formulate a comprehensive service approach for police services composed of public education, outreach, technology, and partnerships with the public.	PD 2022
2.2	<b>Crime prevention.</b> Coordinate with law enforcement and community-based organizations to identify public and private funding for crime and violence prevention programs, with a focus on trauma-informed prevention, intervention programs for youth, and restorative justice.	PD Ongoing
2.3	<b>Law enforcement training.</b> Create a plan for diversifying law enforcement funding from budget surpluses or existing police budgets for training on cultural competency, interactions with people with special needs or mental health issues, and de-escalation tactics.	PD 2024
2.4	<b>Emergency police responses.</b> Consider a call for service policy analysis to identify ways to reduce response times to emergency calls.	PD 2024
2.5	<b>Crime data.</b> Explore options for making crime data publicly available through the City's website.	PD 2022
2.6	<b>Safety survey.</b> Complete a community satisfaction survey to determine community sentiment related to police actions to target gang and violent crime.	PD 2022
2.7	<b>Reintegration program.</b> Investigate the feasibility of establishing programs for formerly incarcerated residents of the community to help them become involved in the community in a healthy and productive way.	PD 2022
2.8	<b>Student success.</b> Invest in public safety by working with Santa Ana Unified School District to provide alternative programs to detention and expulsion and re-entry programs.	CMO/PD 2022
2.9	<b>Comprehensive Safe Schools Plan.</b> Coordinate with local school districts on an ongoing basis to assist in the review and update of a Comprehensive Safe School Plan for each school in Santa Ana.	PWA 2030
2.10	<b>Community policing.</b> Consider the creation of a youth mentorship pathways program to further community-based police programming and enhance transparency and community engagement.	PD 2022
2.11	<b>Sanctuary City.</b> Evaluate the Sanctuary City Ordinance periodically to ensure that city law enforcement protects undocumented persons from deportation, harassment, or harm.	CMO Annually
2.12	<b>Health needs assessment.</b> In partnership with community organizations, explore conducting a health needs assessment for undocumented residents and provide recommendations to support their health and well-being.	PBA/CMO 2022-2024
2.13	<b>Emergency service grant funding.</b> Pursue grant funding on an ongoing basis to increase police and fire staffing levels, improve police and fire facilities and equipment, and improve community safety services and programs.	PD/OCFA Ongoing
2.14	<b>Emergency service impact fee.</b> Consider conducting a development impact fee feasibility study and nexus report to assess the potential for establishing development impact fees for police and fire services.	PD/OCFA 2022
2.15	<b>Community partners.</b> Partner with community organizations to establish and administer police programs that support community partnerships, build public trust, and proactively address public safety issues.	PD Ongoing
2.16	<b>Urban vehicle study.</b> Work with emergency responders to ensure that vehicles can efficiently navigate an increasingly urban environment with narrower lanes and tighter turn radii. Evaluate all new development projects to ensure emergency vehicle accessibility.	PD/OCFA Ongoing



**TABLE PS-2. PUBLIC SERVICES ELEMENT IMPLEMENTATION**

Ref #	Implementation Action	Agency / Time Frame
<b>GOAL PS-3: Utility Infrastructure</b> Supply, maintain, and expand City services and infrastructure improvements through innovative funding options and sustainable practices.		
3.1	<b>Stormwater management.</b> Require all new development and significant redevelopment projects within the city to incorporate best management practices for stormwater capture and treatment per municipal NPDES (National Pollutant Discharge Elimination System) permit requirements.	PWA Ongoing
3.2	<b>Urban runoff mitigation.</b> Require new development and substantial remodels to prepare and submit an urban runoff mitigation plan to the City's Engineering Division.	PWA Ongoing
3.3	<b>Telecommunication.</b> Establish requirements for the installation of state-of-the-art internal telecommunications technologies in new development projects.	PBA 2024
3.4	<b>Telecommunication master plan.</b> Adopt a fiber optic telecommunications master plan that considers residential and nonresidential users.	PWA 2021
3.5	<b>Utility improvements.</b> Prepare a study to inform determining the fair share costs of necessary water, sewer, and storm drain improvements for projects in land use focus areas.	PWA 2021 & ongoing
3.6	<b>Wastewater treatment.</b> Continue to collaborate with regional partners to capture, treat, and recycle wastewater.	PWA Ongoing
3.7	<b>Water quality.</b> Continue participation in international taste competitions to foster awareness of high-quality public water and community pride.	PWA Annually
3.8	<b>Water quality report.</b> Continue to publish the annual water quality report on the City's website and advertise it to the community.	PWA Ongoing
3.9	<b>Emergency water.</b> Coordinate with neighboring water utilities to continue multiple emergency interconnection practices and maintain mutual aid program participation.	PWA Ongoing
3.10	<b>Water-efficient programs.</b> Continue to collaborate with regional water agencies to promote and provide resources and rebates for the installation of water-efficient fixtures and landscapes.	PWA Ongoing
3.11	<b>Service rates.</b> Continue to perform periodic (approximately every five years) cost of service studies and recommend prudent affordable water and sewer rates.	PWA Ongoing
3.12	<b>Infrastructure funding.</b> Continue to pursue grant funding and low-cost loans for improving and upgrading the water and sewer systems.	PWA Ongoing
3.13	<b>Administrative streamlining.</b> Research best practices for streamlining administrative processes and providing services online. Survey city customers to identify optimal service models.	PBA 2023
3.14	<b>Technology upgrades.</b> Prepare a schedule of technology upgrades and necessary resources to expand online services that maximize economies of scale and inter-department solutions. Upgrades should include both physical and process improvements, such as establishing electronic plan checking, the digitization of City records and the citywide records management process, and online appointment scheduling system.	PBA/Finance 2022-2024
3.15	<b>Agenda management.</b> Consider enhancements to the agenda management system to ensure public meetings run smoothly, increase internal efficiency, document decisions proficiently, and maintain public transparency.	CMO 2022

Notes:

CDA - Community Development Agency

CMO - City Manager's Office

HR - Human Resources Department

PBA - Planning and Building Agency

PWA - Public Works Agency

PRCSA - Parks, Recreation and Community Services Agency

PD - Police Department

 associated with environmental justice policies

