



Public Services Element

Santa Ana General Plan
FINAL, APRIL 2022



A SHARED VISION

Santa Ana is a city that promotes the health and wellness of all residents, with a civic culture that actively embraces the power of diversity. Our city invests in resources that create economic opportunities for the next generation, and it is a community that celebrates our past while working together to create a sustainable future.

OUR CORE VALUES

H HEALTH

The people of Santa Ana value a physical environment that encourages healthy lifestyles, a planning process that ensures that health impacts are considered, and a community that actively pursues policies and practices that improve the health of our residents.

Eq **Eq**^{EJ} EQUITY

Our residents value taking all necessary steps to ensure equitable outcomes, expanding access to the tools and resources that residents need, and to balance competing interests in an open and democratic manner.

The value of equity that includes “EJ” in the upper corner indicates a policy related to environmental justice.

S SUSTAINABILITY

Santa Ana values land use decisions that benefit future generations, plans for the impacts of climate change, and incorporates sustainable design practices at all levels of the planning process.

C CULTURE

Our community values efforts that celebrate our differences as a source of strength, preserve and build upon existing cultural resources, and nurture a citywide culture of empowered residents.

Ed EDUCATION

We are a city that values the creation of lifelong learners, the importance of opening up educational opportunities to all residents and investing in educational programs that advance our residents’ economic wellbeing.



▲ Maintaining utility systems 24-7 [cover photo]

The City's Public Works Agency is responsible for building and maintaining all storm drains, sewers, and water facilities to ensure our residents enjoy the benefits of a safe and sanitary infrastructure system. This infrastructure system is critically important but is generally unseen because its major components form an expansive system of pipes, channels, tubes, and shafts that run across and underneath the streets and easements in Santa Ana. This image shows repair and maintenance work on utility pipes conducted at 3:30 am on a Wednesday morning in January 2018.



PUBLIC SERVICES ELEMENT

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RELATED ITEMS UNDER SEPARATE COVER

INFRASTRUCTURE TECHNICAL REPORT FOR HYDROLOGY, SEWER, WATER, & WATER QUALITY, JUNE 2020 (APPENDIX H-A, DEIR)

WATER SUPPLY DEMAND TECHNICAL REPORT, MAY 2020 (APPENDIX H-B, DEIR)

EXISTING CONDITIONS REPORT FOR FIRE AND POLICE SERVICES, SEPTEMBER 2019 (APPENDIX J-A, DEIR)

SERVICE PROVIDER QUESTIONNAIRE RESPONSES, VARIOUS DATES (APPENDIX J-B, DEIR)

VULNERABILITY ASSESSMENT REPORT, JULY 2020

EIR CHAPTERS: 5.14, PUBLIC SERVICES; 5.18, UTILITIES AND SERVICE SYSTEMS



Hack for Health: The City's public library system provides venues for activities such as the 2017 Hack for Health program (shown here at the Main Library TeenSpace) that included the construction of a model of Santa Ana to observe the barriers to health in our neighborhoods. The program was initiated by the Alliance for a Healthy OC and executed by Downtown Inc.

Photo courtesy of Startup Santa Ana

PUBLIC SERVICES

The purpose of the Public Services Element is to provide Santa Ana's diverse population with quality services and infrastructure, including accessible public facilities and enhanced public safety. Anticipated growth will require the City to fulfill community needs and to ensure proper management of those needs. It is important that public facilities and services are equitably distributed and maintained at sustainable levels throughout the community.



INTRODUCTION

The basic needs of Santa Ana residents for health, education, welfare, safety, and recreation are met by a city's public facilities and services. The City's business and institutional communities also rely on resilient and cost-effective utility, safety, and education systems to operate and to attract and retain their workforce.

The quality and types of facilities and services are influenced by the community's needs and desires, the short- and long-term costs of providing public services, and the availability of public and private resources.

A wide range of City entities and external agencies work together closely to provide the full spectrum of services and facilities.

The City maintains its own police department and contracts with the Orange County Fire Authority to provide public safety services. The City's Parks and Library agencies manage and deliver recreational and educational resources and programming. The Public Works Agency is responsible for building and maintaining all public streets, local storm drainage, sewers, and water facilities.

The City maintains an overall Capital Improvements Program (CIP) to identify, plan for, and fund public service and facility improvement projects for each fiscal year. The CIP is informed by the General Plan policies and implementation plan as well as master plans and strategic plans associated with each area of public service and responsible agency.



▲ **McFadden Triangle Park**

Leveraging grant funds, the City opened the McFadden Triangle Park in 2012, providing a 0.80-acre pocket park and bike stop along the Santa Ana River Trail while restoring habitat and providing stormwater management.

COMMUNITY CONSIDERATIONS

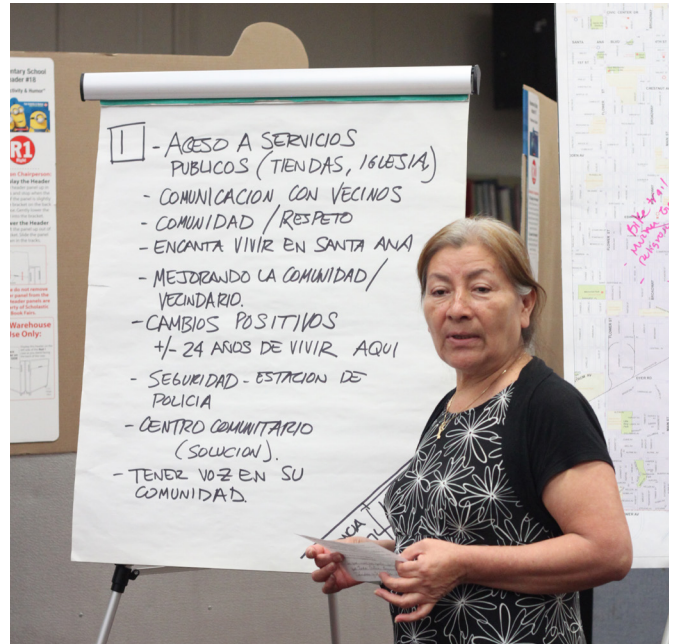
Through the community engagement process for this General Plan, participants identified numerous public service considerations and values that they believe should form the basis of and be addressed by this element. Specifically, participants highlighted the following topics, areas of concern, and community strengths:

- ▶ Improve public safety through crime reduction and community-oriented policing
- ▶ Enhance ongoing maintenance of public facilities
- ▶ Ensure clean drinking water
- ▶ Augment public services and programs
- ▶ Improve education opportunities
- ▶ Provide public services in an efficient and cost-effective manner



▲ Ongoing Community Outreach and Engagement

As part of the community oriented policing philosophy, the Santa Ana Police Department is expanding partnerships with local organizations and neighborhood association, enhancing transparency initiatives, and expanding community engagement (shown above is the Pizza with Police event).



▲ Community Input

Residents communicated their needs to feel safer and have access to well-maintained public facilities while continuing to rely on the efficient provision of public services during all phases of the General Plan preparation, including at events such as a community meeting in 2016 (pictured above) and focused input such as the 2017 General Plan Advisory Group meetings.



POLICY FRAMEWORK

GOAL PS-1: Public Facilities

Provide quality and efficient facilities that are adequately funded, accessible, safe, and strategically located.

POLICY PS-1.1 MAINTENANCE AND DESIGN

Provide and maintain public facilities that reinforce community identity through high quality design.



POLICY PS-1.2 EQUITABLE DISTRIBUTION

Ensure public services and facilities reflect changing population needs and are equitably distributed and accessible, with priority assigned to improving areas that are underserved and/or within environmental justice area boundaries.



POLICY PS-1.3 CULTURAL AND COMMUNITY CENTERS

Support the expansion, creation, and continued operation of cultural and community institutions and organizations that serve Santa Ana residents.



POLICY PS-1.4 CIVIC CENTER ENHANCEMENTS

Explore opportunities to activate the Civic Center by incorporating social, cultural, and entertainment venue programming, and improving infrastructure and connectivity to Downtown and surrounding neighborhoods.



POLICY PS-1.5 COMMUNITY BENEFIT

Collaborate with community stakeholders to expand recreational, educational, and cultural opportunities; promote active lifestyles; and maximize community benefit.



POLICY PS-1.6 FACILITY LOCATIONS

Support land use decisions related to community facilities that preserve quality of life for the city's residents and surrounding community.



POLICY PS-1.7 SUSTAINABLE AND RESILIENT PRACTICES

Require the development or rehabilitation of any public facility or capital improvement to incorporate site design and building practices that promote sustainability, energy efficiency, and resiliency.



POLICY PS-1.8 ACCESS FOR ALL

Improve connectivity and ADA special needs accessibility at all public facilities.



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<< PS-1 PUBLIC FACILITIES

POLICY PS-1.9 SUPPORTIVE HOUSING

Collaborate with community stakeholders to identify and encourage the development of suitable sites for housing with support services.



POLICY PS-1.10 FAIR SHARE

Require that new development pays its fair share of providing improvements to existing or creating new public facilities and their associated costs and services.



POLICY PS-1.11 SAFETY

Remove actual and perceived safety concerns that create barriers to physical activity by requiring adequate lighting, street visibility, and areas of clear connectivity, especially for new projects or improvements within environmental justice area boundaries.

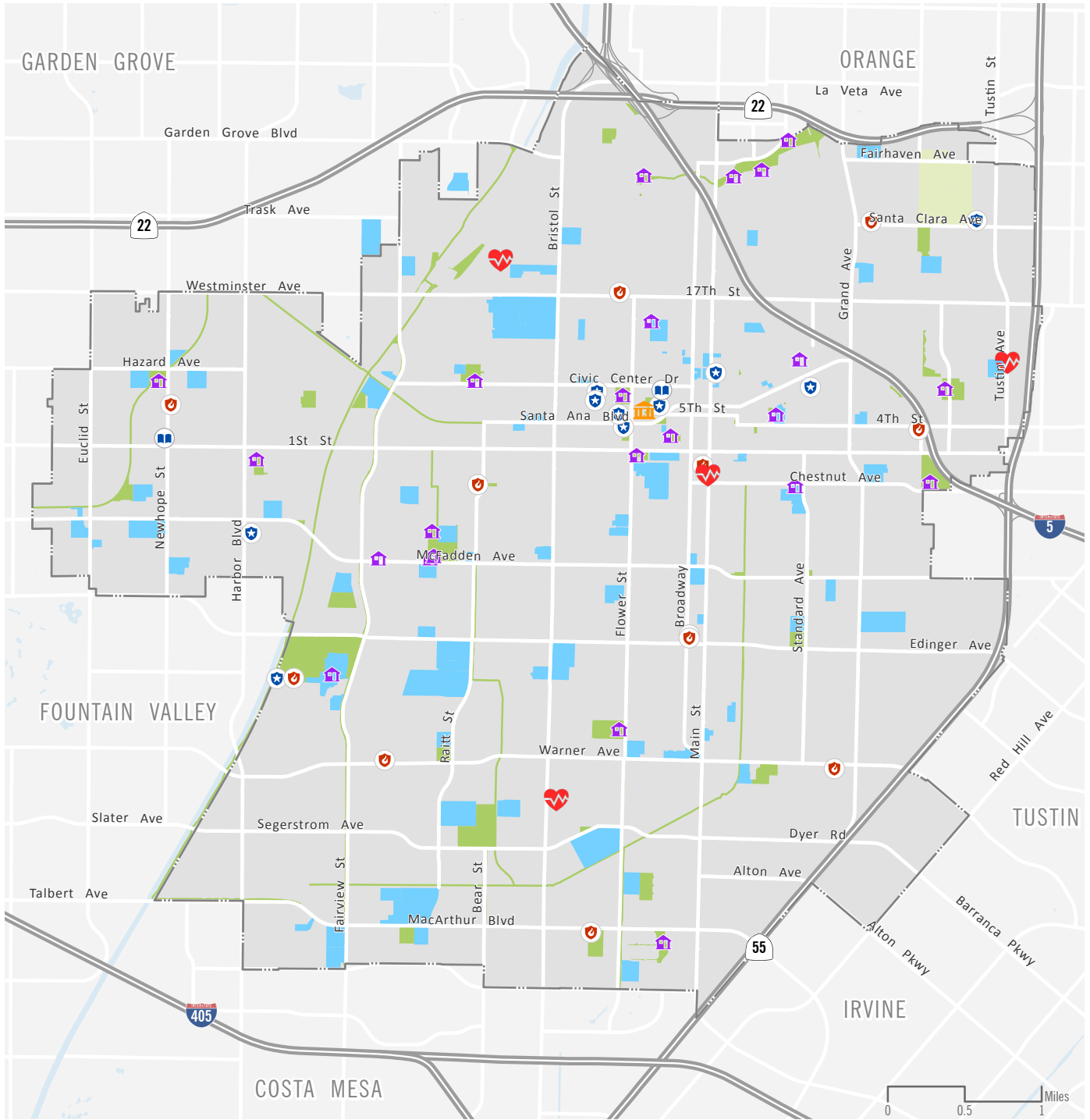


▲ Roosevelt-Walker Community Center

The community center (opened 2018) is a joint-use facility where the City and the Santa Ana Unified School District share space to provide the neighborhood, its students, and their families with services. Portions of the center are open during school hours and operated by the City to offer self-enrichment classes to the community, and other areas are open after school hours and on weekends to provide the community with recreational opportunities, a community garden, and educational classes and workshops.



ABOUT THE MAP. This map shows the number, type, and distribution of facilities that provide public services for safety, education, health, and recreation. The City seeks to ensure an equitable distribution of access to these facilities to ensure high levels of public service for all Santa Ana residents. Note that the police and fire symbols near Centennial Regional Park represent a joint training facility.



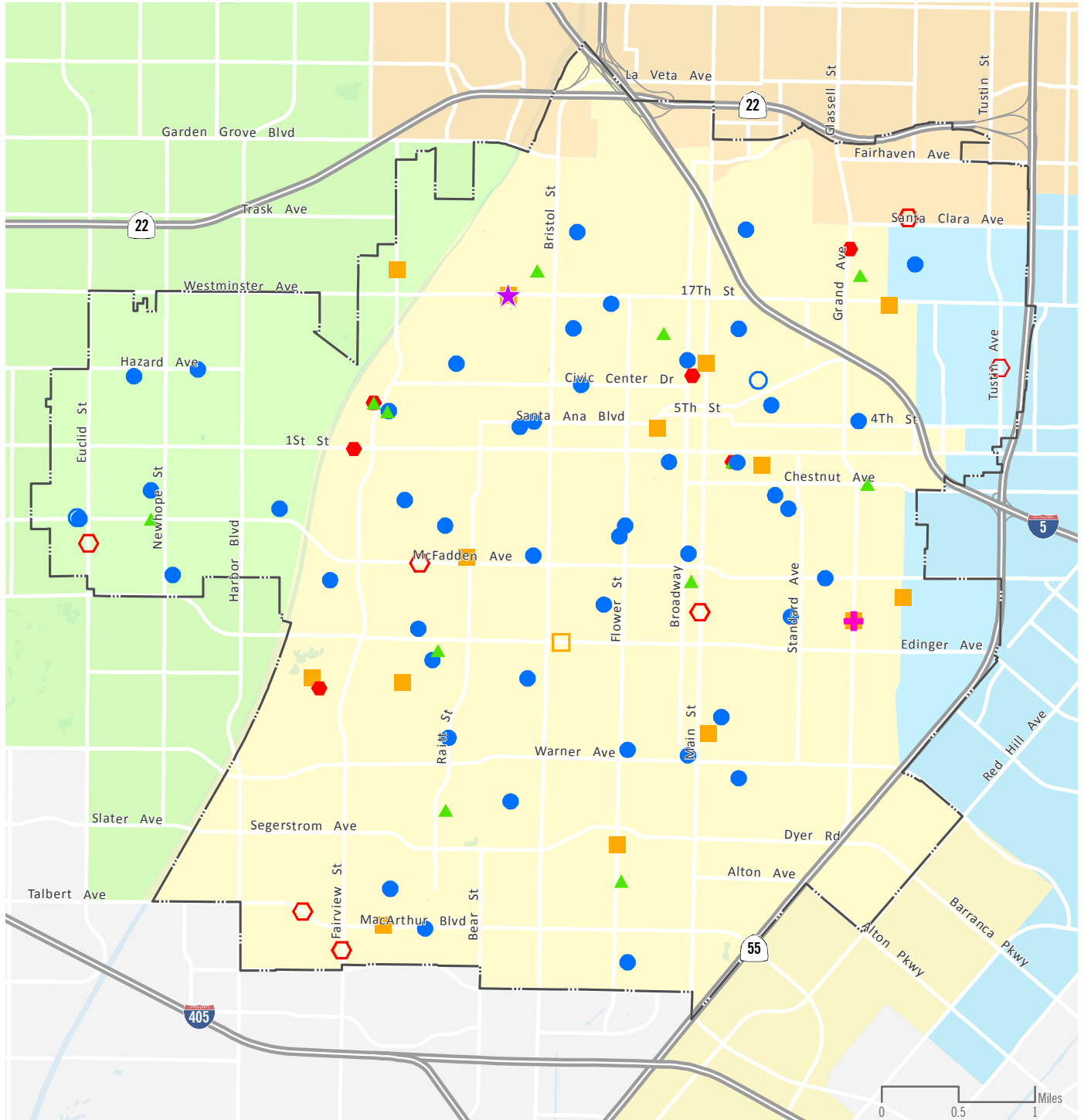
Source: City of Santa Ana 2020, PlaceWorks 2020 Date Published: 9/19/2020

Public Facility

-  Civic Center
-  Library
-  Medical Center
-  Police Station
-  Fire Station
-  Community Center
-  Cemetery
-  Public Parks/Trails
-  School



ABOUT THE MAP. This map shows the number, type, and distribution of public schools, the boundaries of the four school districts, Santa Ana College, and various private schools. The location of public schools and the decision to close existing or open new schools are determined by each school district based on the number of existing and projected students in a given area of the city.



Source: City of Santa Ana 2020 Date Published: 9/21/2020

School District

- Santa Ana Unified School District
- Garden Grove Unified School District
- Orange Unified School District
- Tustin Unified School District

School Type

- Public Elementary
- Public Middle
- Public High
- Public Combined
- Private Elementary
- Private High
- Private Combined
- Adult Education
- Public College

FIGURE PS-2
SCHOOLS AND SCHOOL DISTRICTS



GOAL PS-2: Public Safety

Preserve a safe and secure environment for all people and property.

POLICY PS-2.1 PUBLIC SAFETY AGENCIES

Collaborate with the Police Department and the Fire Authority to promote greater public safety through implementing Crime Prevention through Environmental Design (CPETD) principles for all development projects.

S **Ed**

POLICY PS-2.2 CODE COMPLIANCE

Require all development to comply with the provisions of the most recently adopted fire and building codes and maintain an ongoing fire inspection program to reduce fire hazards.

Ed

POLICY PS-2.3 CRIME PREVENTION

Coordinate, partner, and build relationships with community members and stakeholders to develop and implement crime prevention strategies through restorative practices that focus on rehabilitation, community service, and public safety.

Eq **Ed**

POLICY PS-2.4 COMMUNITY PARTNERSHIPS

Provide alternative methods to improve police services that support community partnerships, build public trust, and proactively address public safety issues.

Eq **Ed**

POLICY PS-2.5 SAFETY PROGRAMS

Promote early childhood education and prevention programs that improve public safety and maintain ongoing community education opportunities.

Ed

POLICY PS-2.6 SCHOOL SAFETY

Collaborate with local schools to establish and implement comprehensive and coordinated services that enhance the security and safety of students, educators, and administrators on and off campus.

Ed

POLICY PS-2.7 STAFFING LEVELS

Increase staffing levels for sworn peace officers, fire fighters, emergency medical responders, code enforcement, and civilian support staff to provide quality services and maintain an optimal response time citywide, as resources become available.

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POLICY PS-2.8 EFFICIENCY STANDARDS

Ensure that equipment, facilities, technology, and training for emergency responders are updated and maintained to meet modern standards of safety, dependability, and efficiency.

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<< PS-2 PUBLIC SAFETY

POLICY PS-2.9
QUALITY EMPLOYEES

Enhance public safety efforts by actively seeking a diverse and talented pool of public safety candidates who possess the values and skills consistent with those of the community.

Eq **Ed**

POLICY PS-2.10
EMERGENCY MANAGEMENT PLANS

Maintain, update, and adopt an emergency operations plan and hazard mitigation plan to prepare for and respond to natural or human generated hazards.

H **S**

POLICY PS-2.11
RESILIENT FACILITIES AND INFRASTRUCTURE

Coordinate with utilities and public agencies to develop, maintain, relocate, and/or upgrade critical local and regional public facilities and infrastructure systems to ensure their resiliency during times of extreme weather or natural disasters, or toxic emission release.

S

POLICY PS-2.12
AUTOMATIC MUTUAL AID

Participate in agreements for automatic and mutual aid with other local, state, federal, and nongovernmental emergency service providers to improve protection services and emergency response throughout the region.

S

POLICY PS-2.13
EXTREME HEAT

Maintain an adequate amount and distribution of cooling centers throughout the city, with consideration given to areas with concentrations of those most vulnerable to the dangers of extreme heat.

H **S**

POLICY PS-2.14
VULNERABLE POPULATIONS

Coordinate with and encourage the use of community-based networks to aid vulnerable populations in preparing for emergencies and provide assistance with evacuation and recovery.

H **Eq** **S** **Ed**

POLICY PS-2.15
RECOVERY

Coordinate with the County and other local agencies to reestablish and expedite services to assist affected residents and businesses in the short- and long-term recovery from emergencies and natural disasters.

H **S**



GOAL PS-3: Utility Infrastructure

Supply, maintain, and expand City services and infrastructure improvements through innovative funding options and sustainable practices.

POLICY PS-3.1

SERVICE PARTNERSHIPS

Partner with service providers to ensure access to a wide range of state-of-the-art telecommunication systems and services for households, businesses, institutions, public spaces, and public agencies.

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POLICY PS-3.2

WASTEWATER SERVICE

Provide and maintain wastewater collection facilities which adequately serve existing land uses and future development projects while maximizing cost efficiency.

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POLICY PS-3.3

WASTEWATER TECHNOLOGY

Explore new technologies that treat and process wastewater that reduce overall capacity needs of centralized wastewater systems.

S

POLICY PS-3.4

DRAINAGE FACILITIES

Expand and maintain storm drain facilities to accommodate the needs of existing and planned development.

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POLICY PS-3.5

GREEN INFRASTRUCTURE

Incorporate sustainable design and Low Impact Development (LID) techniques for stormwater facilities and new development to achieve multiple benefits, including enhancing, preserving, and creating open space and habitat; reducing flooding; and improving runoff water quality.

S

POLICY PS-3.6

WATER SERVICE

Provide water quality and service that meets or exceeds State and Federal drinking water standards.

H S

POLICY PS-3.7

EMERGENCY CONNECTIONS

Maintain emergency connections with local and regional water suppliers in the event of delivery disruption.

H S

POLICY PS-3.8

CONSERVATION STRATEGIES

Promote cost-effective conservation strategies and programs that increase water use efficiency.

S

POLICY PS-3.9

HOUSEHOLD RECYCLING

Expand household recycling services and educational awareness programs.

S Ed

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<< PS-3 UTILITY INFRASTRUCTURE

POLICY PS-3.10
DEVELOPMENT PROJECTS

Encourage new development and reuse projects to incorporate recycling and organics collection activities aligned with state waste reduction goals.

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POLICY PS-3.11
WASTE COLLECTION

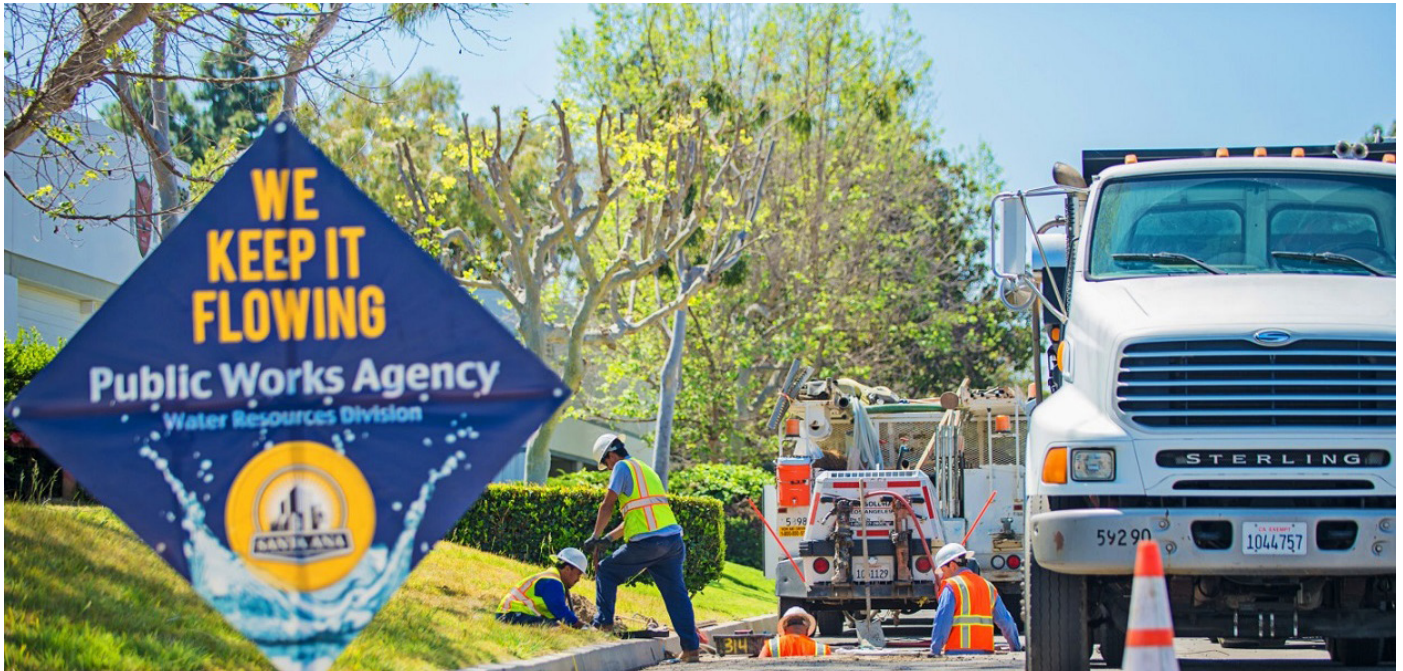
Support infill development projects that provide adequate and creative solutions for waste and recycling collection activities.

S

POLICY PS-3.12
SEWER AND WATER

Maintain and upgrade sewer and water infrastructure through impact fees from new development and explore other funding sources.

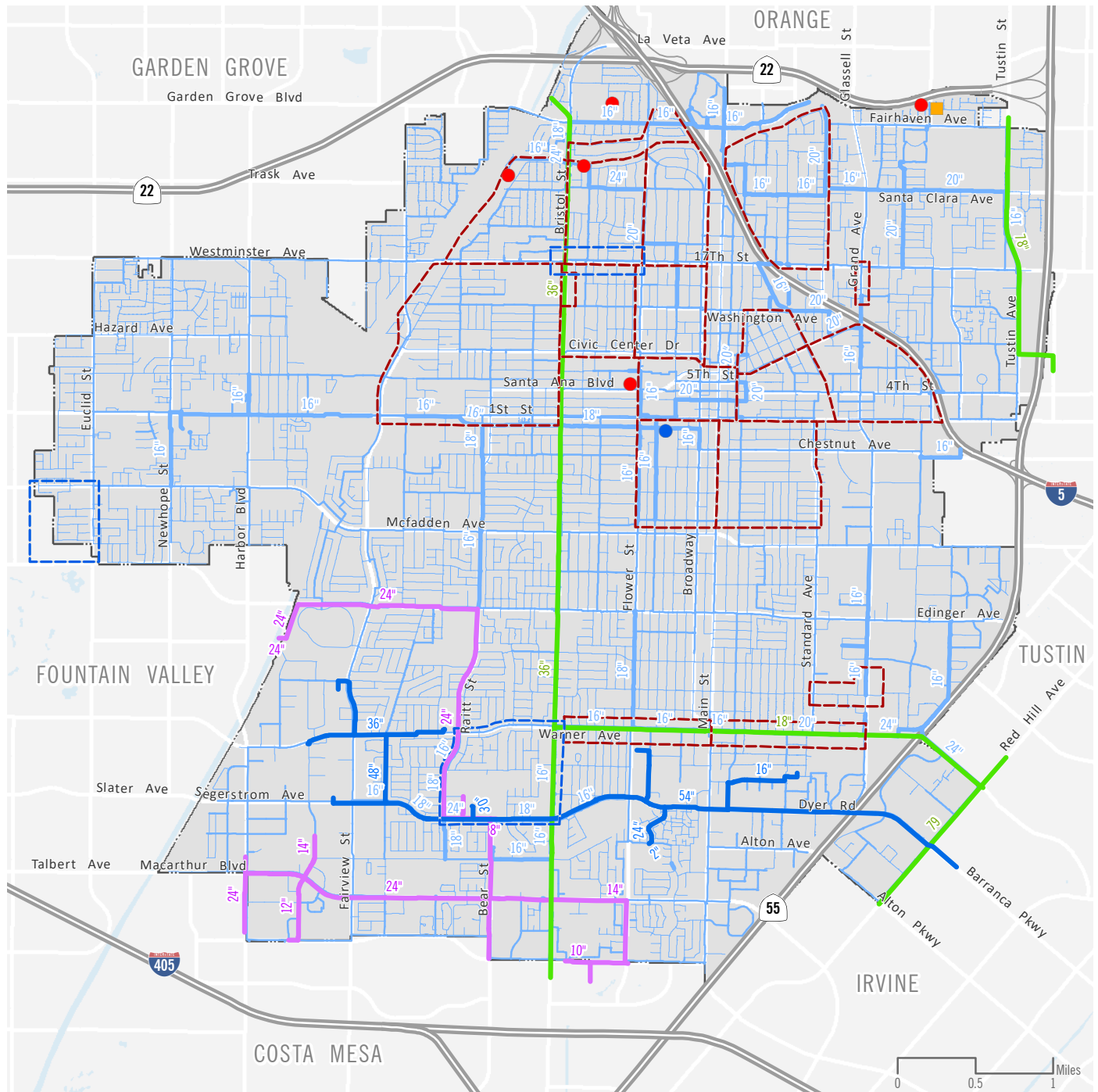
H S



▲ **Water System Maintenance**

The City's Water Resources Division constantly strives to meet the challenges of conservation, environmental compliance, sustainability, and community education while serving the needs of all of the city's water users.

ABOUT THE MAP. This map shows current and planned facilities that make up the local and regional water system. The City strives to provide clean water and maintain a water system that is reliable, resilient, and cost-effective for residents, businesses, and other uses in Santa Ana.

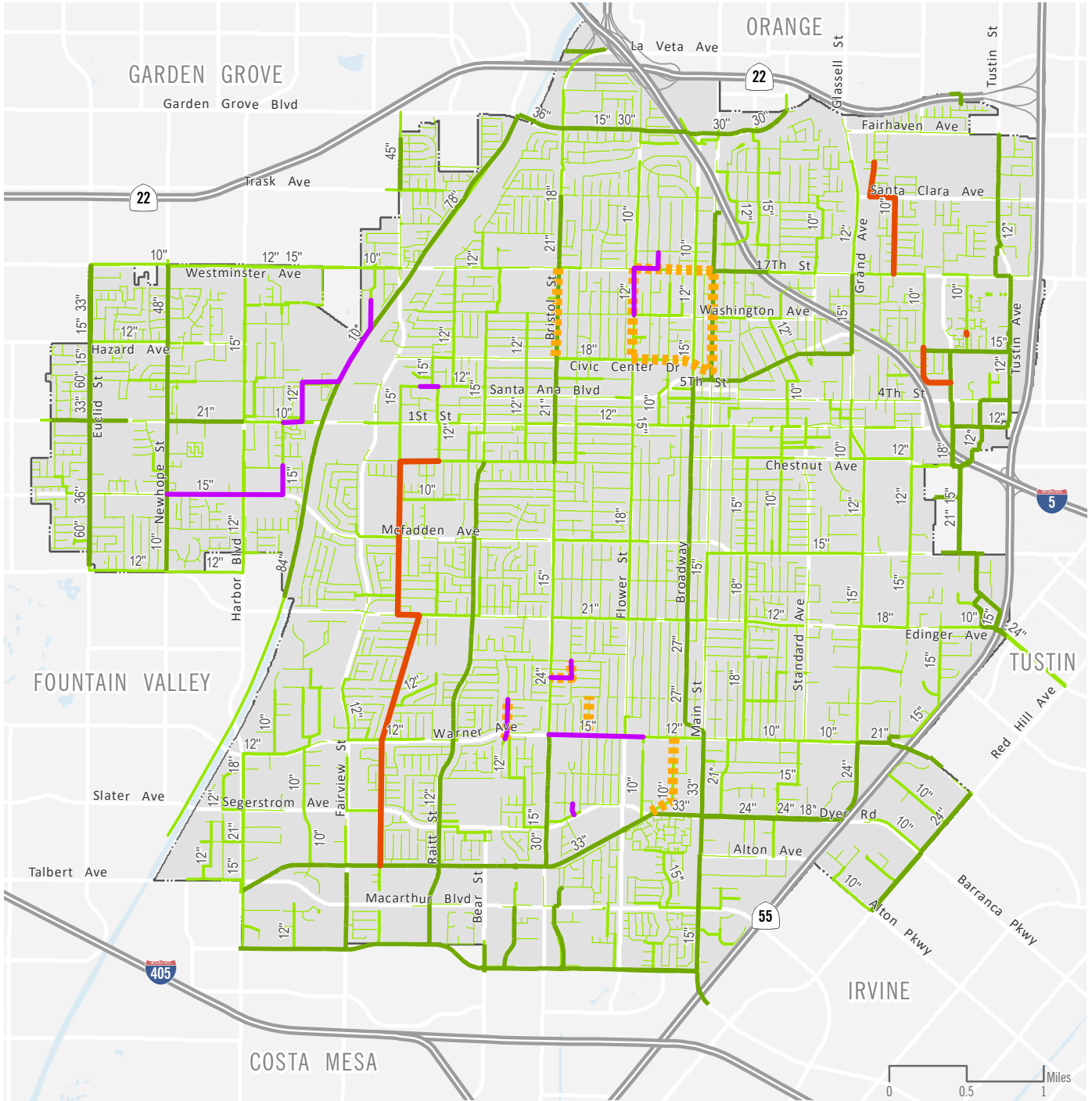


Source: Fuscoe 2020 Date Published: 6/3/2020

- | | | |
|----------------------------|--|---|
| Other Water Lines | Santa Ana Municipal Utilities Water Lines | Proposed Improvements |
| IRWD Water Lines | 15" - 30" in Diameter | Groundwater Well Improvement Project |
| MWD Water Lines | 9" - 14" in Diameter | Groundwater Well Improvement Project Completed |
| OCWD Reclaimed Water Lines | 8" and Below in Diameter | Groundwater Well Improvement Project in City 208/19 CIP |
| | | Water Improvement Project |
| | | Water Improvement Project (completed) |



ABOUT THE MAP. This map shows current and planned facilities that make up the local and regional wastewater system. The City strives to maintain a wastewater system that is reliable, resilient, and cost-effective for residents, businesses, and other.



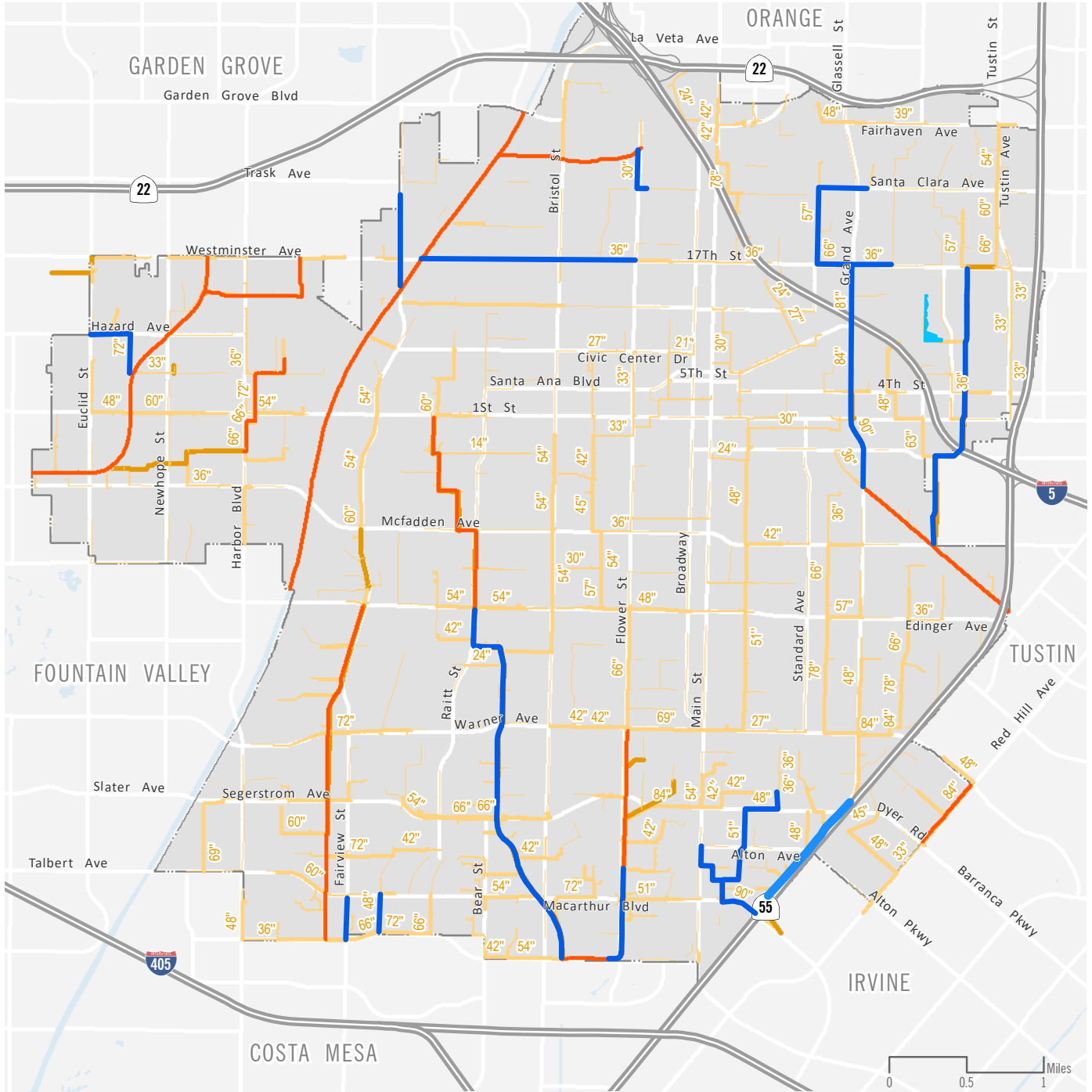
Source: Fuscoe 2020 Date Published: 6/3/2020

- | | | |
|-----------------------------|-----------------------------|---|
| City Sewer Pipelines | OCSD Sewer Pipelines | Proposed Improvements |
| 9" - 84" in Diameter | OCSD Sewer Lines | OCSD Proposed Trunk Line |
| 8" and Below in Diameter | | Sewer Master Plan Recommended (City Sewer Facilities) |
| | | City CIP Project 2018/19 |

**FIGURE PS-4
WASTEWATER FACILITIES**



ABOUT THE MAP. This map shows current and planned facilities that make up the local and regional stormwater drainage system. The City strives to provide safety from flood hazards, prevent pollution, and maintain a drainage system that is reliable, resilient, and cost-effective for residents, businesses, and other uses in Santa Ana.



Source: Fuscoe 2020 Date Published: 6/3/2020

- | | | |
|--|-------------------------|---|
| City Storm Drain Facilities | OCFCD Facilities | Storm Drain Improvement |
| Trapezoidal Channel | Storm Drain Lines | Master Plan of Drainage Recommended Improvement |
| 12"-42" Storm Drain Pipe | | OCPW 7-Year CIP Project |
| 42"-96" Storm Drain Pipe | | Mabury Park Stormwater Capture Project |
| Storm Drain Pipe (Diameter Undetermined) | | |



RELATED GENERAL PLAN POLICIES

Each policy in the City of Santa Ana General Plan is listed under the most related goal and element. Some policies, however, also reinforce other goals housed in different elements.

To provide a more complete picture of all of the policies that support the goals of this element, Table PS-1 lists each Public Services goal in the far left column and, in columns to the right, identifies related policy numbers from other elements.

Goal PS-3, for example, is supported not only by the policies listed in this element (PS-1.1 through PS-3.12), but also by five goals and policies in the Conservation Element, two policies in the Safety Element, and Policy UD-1.7 in the Urban Design Element.

TABLE PS-1. RELATED GENERAL PLAN POLICIES

Public Services Goals	Volume 1 Services & Infrastructure				Volume 2 Natural Environment				Volume 3 Built Environment			
	CM	M	EP	PS	CN	OS	N	S	LU	HE	HP	UD
PS-1: Public Facilities Provide quality and efficient facilities that are adequately funded, accessible, safe, and strategically located.	CM-1.2 CM-1.4 CM-1.5 CM-1.7 CM-1.8 CM-2.2	M-3.2 M-5.7	-	Current Element	CN-3.9	OS-2.14 OS-3.1	-	S-1.4 S-3.1 S-3.3	LU-1.9 LU-4.9	HE-1.5	-	UD-2.10
PS-2: Public Safety Preserve a safe and secure environment for all people and property.	CM-2.1 CM-2.3	-	-	Current Element	-	OS-2 OS-2.2 OS-2.9 OS-2.10 OS-3.1 OS-3.2	-	-	-	HE-1.8	-	UD-1.4
PS-3: Utility Infrastructure Supply, maintain, and expand City services and infrastructure improvements through innovative funding options and sustainable practices.	-	-	-	Current Element	CN-4.3 CN-4.4 CN-4.5 CN-4.6	-	-	S-1.3 S-3.3	-	-	-	UD-1.7

Notes:

CM: Community Element

M: Mobility Element

EP: Economic Prosperity Element

PS: Public Services Element

CN: Conservation Element

OS: Open Space Element

N: Noise Element

S: Safety Element

LU: Land Use Element

HE: Housing Element

HP: Historic Preservation Element

UD: Urban Design Element



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
GOAL PS-1: Public Facilities		
Provide quality and efficient facilities that are adequately funded, accessible, safe, and strategically located.		
1.1	Equity audit. 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	Accessibility audit. 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	Development impact fees. 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 ^{EA}	Fiscal priority for public improvements. 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	Public-private partnerships. Explore methods to upgrade public facilities and services through public-private partnerships.	PRCSA 2022
1.6	Capital Improvement Program. 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	Infrastructure master plans. 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	Secondary use of City-owned infrastructure. Identify City water facilities that can accommodate recreation and/or public art amenities.	PWA 2023
1.9	Alternative energy for water resources. 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
GOAL PS-2: Public Safety Preserve a safe and secure environment for all people and property.		
2.1	Approach to police service. 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	Crime prevention. 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	Law enforcement training. 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	Emergency police responses. Consider a call for service policy analysis to identify ways to reduce response times to emergency calls.	PD 2024
2.5	Crime data. Explore options for making crime data publicly available through the City's website.	PD 2022
2.6	Safety survey. Complete a community satisfaction survey to determine community sentiment related to police actions to target gang and violent crime.	PD 2022
2.7	Reintegration program. 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	Student success. 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	Comprehensive Safe Schools Plan. 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	Community policing. 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	Sanctuary City. Evaluate the Sanctuary City Ordinance periodically to ensure that city law enforcement protects undocumented persons from deportation, harassment, or harm.	CMO Annually
2.12	Health needs assessment. 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	Emergency service grant funding. 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	Emergency service impact fee. 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	Community partners. 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	Urban vehicle study. 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
<p>GOAL PS-3: Utility Infrastructure Supply, maintain, and expand City services and infrastructure improvements through innovative funding options and sustainable practices.</p>		
3.1	Stormwater management. 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	Urban runoff mitigation. 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	Telecommunication. Establish requirements for the installation of state-of-the-art internal telecommunications technologies in new development projects.	PBA 2024
3.4	Telecommunication master plan. Adopt a fiber optic telecommunications master plan that considers residential and nonresidential users.	PWA 2021
3.5	Utility improvements. 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	Wastewater treatment. Continue to collaborate with regional partners to capture, treat, and recycle wastewater.	PWA Ongoing
3.7	Water quality. Continue participation in international taste competitions to foster awareness of high-quality public water and community pride.	PWA Annually
3.8	Water quality report. Continue to publish the annual water quality report on the City's website and advertise it to the community.	PWA Ongoing
3.9	Emergency water. Coordinate with neighboring water utilities to continue multiple emergency interconnection practices and maintain mutual aid program participation.	PWA Ongoing
3.10	Water-efficient programs. 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	Service rates. Continue to perform periodic (approximately every five years) cost of service studies and recommend prudent affordable water and sewer rates.	PWA Ongoing
3.12	Infrastructure funding. Continue to pursue grant funding and low-cost loans for improving and upgrading the water and sewer systems.	PWA Ongoing
3.13	Administrative streamlining. Research best practices for streamlining administrative processes and providing services online. Survey city customers to identify optimal service models.	PBA 2023
3.14	Technology upgrades. 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	Agenda management. 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

EJ associated with environmental justice policies





Hydropower: The City's Public Works Agency purchases millions of kilowatt-hours every year to operate well pumps and booster pumps to deliver clean water. The City continuously evaluates and implements onsite renewable energy systems (shown here is a hydropower project) to offset some of this electric load, lowering electric bills and reducing the associated greenhouse gas emissions.

