

Appendices

Appendix J-a Existing Conditions Report for Fire and Police Services

Appendices

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September 2019

EXISTING CONDITIONS REPORT FOR FIRE AND POLICE SERVICES

GENERAL PLAN UPDATE

City of Santa Ana

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City of Santa Ana

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1. Introduction

1.1 INTRODUCTION

This report contains information on the City of Santa Ana's police and fire services that support the quality of life for residents, businesses, and visitors in the City. It addresses the regulatory framework and existing conditions that inform the General Plan and provide the setting for the Environmental Impact Report (EIR).

Police and fire services consist of programs that support the basic needs of citizens and create a viable, sustainable, and cohesive community. Police services are provided by the City of Santa Ana, while the City partners with the Orange County Fire Authority (OCFA) to provide fire services for the City. This report was prepared in consultation with the Santa Ana Police Department and the OCFA.

In cooperation with the City Manager, City Staff, and the community, the City of Santa Ana Mayor and City Council developed a five-year Strategic Plan, from fiscal year 2014–15 to fiscal year 2018–19. Community Safety is one of the seven goals of the Strategic Plan. The plan focuses on the following six objectives for Community Safety:

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. Ensure a sound fiscal model for jail operation through coordinated efforts with personnel from the City Manager's Office, Police Department, City Attorney's Office, Finance, and Personnel;
5. Provide high quality Police and Fire/Emergency Medical Services response times within the City of Santa Ana; and
6. Enhance Public Safety integration, communications, and community outreach (Santa Ana 2014).

California law does not mandate the preparation of an element that specifically addresses police and fire services. Under Section 65303 of the Government Code, the General Plan may include any other elements or address any other subjects which, in the judgement of the legislative body, relate to the physical development of the city. Because safety is a key principal in the General Plan vision, Santa Ana's General Plan Update will contain a Public Services Element. The General Plan Update Policy Framework includes the following Public Services goal and policies:

1. Introduction

- **Goal 2:** Preserve a safe and secure environment for all people and property.
 - **Policy 2.1: Public Safety Agencies.** Collaborate with the Police Department and the Fire Authority to promote the implementation of crime prevention through environmental design principles for all development projects.
 - **Policy 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.
 - **Policy 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.
 - **Policy 2.4: Community Partnerships.** Provide alternative methods to improve police services that support community partnerships, build public trust, and proactively address public safety issues. | Ed, Eq
 - **Policy 2.5: Safety Programs.** Promote early childhood education and prevention programs that improve public safety and maintain ongoing community education opportunities
 - **Policy 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.
 - **Policy 2.7: Staffing Levels.** Maintain staffing levels for sworn peace officers, fire fighters, emergency medical responders, and civilian support staff to provide quality services and maintain an optimal response time citywide.
 - **Policy 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.
 - **Policy 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 (Santa Ana 2018).

2. Police Services

The information in this section is based partly on a written service questionnaire response by Deputy Chief of Police Eric Paulson dated August 8, 2019.

2.1 PLANNING FRAMEWORK

The Santa Ana Police Department's 2019-2024 Strategic Plan is a statement of intent and purpose consistent with the mandates and directives of the City of Santa Ana 5-Year Strategic Plan. The purpose of the Police Department's Strategic Plan is to frame the goals, priorities, and objectives, as well as to identify the issues, outcomes, and efforts of the Santa Ana Police Department (Santa Ana 2019a).

2.2 DEPARTMENT ORGANIZATION

The Santa Ana Police Department is organized into four bureaus, three of which are overseen by deputy chiefs and one by a jail administrator:

- Field Operations Bureau
- Investigations Bureau
- Administrative Bureau
- Jail Bureau

2.2.1 Field Operations Bureau

The Field Operations Bureau is the largest and most viable component of the Santa Ana Police Department and consists of the Patrol Division and a number of specialized units who serve the community as first responders to incidents in the City (Santa Ana 2016).

2.2.1.1 PATROL DIVISION

The Patrol Division's primary job is the protection of life and property 24 hours per day, seven days per week; in 2016, officers responded to 105,595 calls for service. The Patrol Division is made up of several programs and units:

- **East Directed Patrol:** Directed Patrol employs community-oriented policing strategies to serve the residents of Santa Ana and combat crime and quality of life issues in the Northeast and Southeast Districts.
- **Civic Center Patrol:** Civic Center Patrol effectively provides police services in the Civic Center. To further provide resources to the homeless, the Civic Center Patrol collaborated with the Orange County Health Care Agency (OCHCA) to implement their Psychological Emergency Response Team (PERT) program.

2. Police Services

The Homeless Emergency Assessment Response Team (H.E.A.R.T.) consists of a group of officers who are trained to work with the City's homeless population, providing them with assistance and recommendations for service needed.

- **Downtown Business Liaison Unit:** The Downton Liaison Unit was established in January 2016 and consists of a corporal and three police officers. The unit's responsibilities include developing and strengthening community relations with downtown businesses, residents, and visitors while maintaining a high police presence. The hours of operations cover seven days a week, between 10 a.m. and 7:30 p.m.
- **Park Ranger Program:** The Park Ranger Program responds to calls for service in city parks, provides enforcement, and focuses on issues related to activities in parks and on bike trails.
- **Community Oriented Policing:** The Community Oriented Policing Unit consists of officers that attend various neighborhood association meetings; organize seven "Early Morning" park clean-ups, focusing on homeless paraphernalia and illegal campers in the parks and bike trails; provide education and training to AYSO soccer coaches about security issues with their leagues and park security; and provide "Active Shooter" training to 25 Parks and Recreation employees.
- **West Directed Enforcement:** The West Policing Division's Directed Enforcement Team addresses a wide range of law enforcement related concerns, utilizing public, private, and community resources for problem solving. In 2016, the Westend team successfully addressed over 175 community complaints dealing with a variety of issues such as gang and narcotic activity, municipal code violations, transients, parking issues, and human trafficking.
- **Post Release Community Supervision Unit:** The Santa Ana Police Department continues to partner with the Orange County Probation Department, imbedding probation officers with a Santa Ana police officer to create the Post Release Community Supervision (PRCS) Unit. This unit works collaboratively with county and state partners to ensure individuals released from custody are abiding by the terms and conditions of probation. In 2016, the team was involved in over 310 compliance checks; the PRCS Unit oversees over 500 probationers who reside in the City.
- **Special Units:** The Santa Ana's Mounted Enforcement Unit works in the Downtown area to provide a visible and more personable interaction with the community. The Special Weapons and Tactics (SWAT) Team is a group of highly trained police officers and dispatchers prepared to handle critical incidents. The Homeland Security Division works in partnership with the Anaheim Police Department to administer the UASI (Urban Area Security Initiative) grant program, which improves regional capacity to prevent, protect against, respond to, and recover from terrorist incidents and catastrophic events.
- **Traffic:** The Santa Ana Police Department's Traffic Division is tasked with ensuring the safety of residents and visitors that utilize the network of roadways, walkways, and bikeways within the City (Santa Ana 2016).

2. Police Services

2.2.2 Investigation Bureau

The Investigation Bureau is responsible for the timely and thorough investigation of criminal activity throughout the City, and consists of the Crimes Against Persons Division, Criminal Investigations Division, Special Investigations Division, and the Orange County Regional Narcotics Program. These units conduct investigations on crimes ranging from property thefts to street gangs, cold cases, and missing persons.

- **Crime Against Persons (CAP) Division:** CAP incorporates the Homicide, Felony Assaults, Missing Persons Detail, and Gang Units.
- **Criminal Investigations Division (CID):** CID is responsible for investigating all property crime, robbery, domestic violence, child abuse, and sex-related offenses. The division also includes the Forensic Services Section, which processes all case evidence.
- **Regional Narcotics Suppression Program (RNSP):** RNSP is a countywide major narcotics investigations initiative, administered by the Orange County Sheriff's Department, to which the Santa Ana Police Department provides a variety of personnel, including a commander that serves as the program manager.
- **Special Investigations Division (SID):** The SID is composed of two multiagency task forces led by the Santa Ana Police Department. In addition to the Vice and Narcotics Unit, the Santa Ana Gang Task Force combats organized crime and criminal enterprises with a nexus to the roots of gang issues within the City (Santa Ana 2016).

2.2.3 Administrative Bureau

The Administrative Bureau oversees the Evidence Section, Information Systems Division, the Training Division, the Communications Division, and the Central Distribution Center (CDC).

- **Evidence:** The Evidence Section provides for the proper handling, storage, maintenance, and disposal of law enforcement-held property and evidence.
- **Information Systems:** The Information Systems Division supports the various computerized systems used throughout the Santa Ana Police Department; which range from the Computer Aided Dispatch, to Mobile Data Computers, to police department smartphones.
- **Training:** The Training Division provides high-quality professional training to personnel in an effort to save lives and prevent injury, improve the operational effectiveness of the department, and reduce liability. The Training Division oversees the Background Unit, the Video Production Unit, the Santa Ana Police Athletic and Activity League (SAPAAL), and the Academy Tactical Position.
- **Communications:** The Communications Division has two sections: Communications Section, which handles both emergency and nonemergency calls 24/7, and the Telephone Reporting Unit, which serves

2. Police Services

as a key component for handling reports from victims reporting crimes over the phone and via the internet through E-Reporting. The Communications Section, as the first point of contact, answers approximately 34,680 emergency and nonemergency calls monthly (Santa Ana 2016) Central Distribution Center: The CDC coordinates and transports vehicles for repair and purchases and issues equipment, uniforms, and office items to employees.

2.2.4 Jail Bureau

The Jail Bureau has three divisions: Jail Administration and Support Services, Jail Operations, and Police Records. The Jail Operations Division is responsible for receiving those placed in Santa Ana Police custody who will eventually be released or booked at the county jail; the Records staff is also responsible for the processing and maintaining of all police and public records pertaining to public safety activities.

- **Jail Administration and Support Services Division:** This division includes a variety of inmate services required by local, state, and federal mandates. Jail records staff are responsible for booking all arrestees from local and contract agencies.
- **Jail Operations Division:** The Jail Operations Division is responsible for receiving those placed in Santa Ana Police custody; the correctional staff also supervises the contract agency inmate population housed within the 512-bed facility.
- **Police Records Division:** This division is responsible for the maintenance and storage of all police-related records; in 2016, over 34,400 reports were processed through the division (Santa Ana 2016).

2.3 FACILITIES AND STAFFING

2.3.1 Facilities

The Santa Ana Police Administrative Building and Jail Facility are conjoined by a large Community Room available for public meetings

The Police Headquarters is the Administrative Building, which is home to all four bureaus as well as Police Administration and all supporting units. The Administrative Building has a front counter where individuals can come in for police-related business regarding traffic issues and obtaining copies of police reports. Additionally, there are private interview rooms where the public can come in to file a police report. For optimal customer service and privacy, a reception area is open on the second floor for those who wish to meet with detectives regarding their cases. The front lobby is open Monday through Friday, between 7:20 a.m. to 5:30 p.m.

The Jail Facility's primary function is to house the inmate population; administrative personnel work in the facility to manage and oversee jail operations. The public lobby is open seven days a week from 7 a.m. to 9 p.m. (Santa Ana 2016).

2. Police Services

As shown in Figure 1, *Santa Ana Police Department Police Facilities*, there are six police facilities in the City:

1. **Santa Ana Police Administrative Building and Jail Facility**, 60 Civic Center Plaza, Santa Ana, CA 92702
2. **Jose Vargas Community Affairs Office**, 20 Civic Center Plaza, Santa Ana, CA 92701
3. **Santa Ana Regional Transportation Public Safety Office**, 1000 E Santa Ana Boulevard #107, Santa Ana, CA 92701
4. **Westend Substation**, 3750 W McFadden Avenue #1, Santa Ana, CA 92704
5. **Santa Ana Law Enforcement and Fire Training Center**, 3000 W Edinger Avenue, Santa Ana, CA 92702
6. **Southeast Substation**, 1780 E McFadden Avenue #114B, Santa Ana, CA 92705 (Santa Ana 2016).

The police department is divided into two policing divisions, East and West, and these are further divided into four districts overseen by two district commanders. Figure 2, *Santa Ana Police Department Districts*, shows the locations of the districts.

- West Division:
 - Westend District, serving all areas north of First Street and west of Flower Street
 - Southcoast District, serving all areas south of First Street and west of Flower Street
- East Division:
 - Northeast District, serving all areas north of First Street and east of Flower Street
 - Southeast District, serving all areas south of First Street and east of Flower Street (Santa Ana 2016)

The police department has received funding to implement a family justice center. The center will concentrate on family crime and will offer guidance and education in addition to a facility where family crime reports can be filed. The site for the facility has not yet been determined.

2.3.2 Staffing

As of August of 2019, 348 sworn positions and 250 professional staff positions serve the Santa Ana Police Department. The department does not apply a staffing ratio (e.g., officers/population), but instead evaluates performance and needs as summarized in Section 2.5, *Performance Standards and Measures*. Santa Ana, however, is relatively understaffed in comparison to several neighboring Orange County cities, with substations being more lightly staffed. The Westend Substation at 3750 West Mc Fadden Avenue, and the Santa Ana Regional Transportation Public Safety Office, at 1000 East Santa Ana Boulevard, both have planned programs to increase staffing. The police department also runs a recruitment retention plan in colleges to recruit new officers (Paulson 2019).

2. Police Services

2.4 FUNDING

Funding for police facilities and staff comes from grants, special revenue funds, and the City's general fund. Furthermore, the City of Santa Ana and the City of Anaheim are assigned as the Urban Areas Security Initiative (UASI) Program's controlling agency for Orange County. UASI assists high-threat, high-density urban areas in efforts to build and sustain the capabilities necessary to prevent, protect against, mitigate, respond to, and recover from acts of terrorism. The UASI program is intended to provide financial assistance to address the unique multidisciplinary planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas (HSG 2019). Most of the police department facilities are close to 20 years old, and the need for capital improvement funding is rising.

2.5 PERFORMANCE STANDARDS AND MEASURES

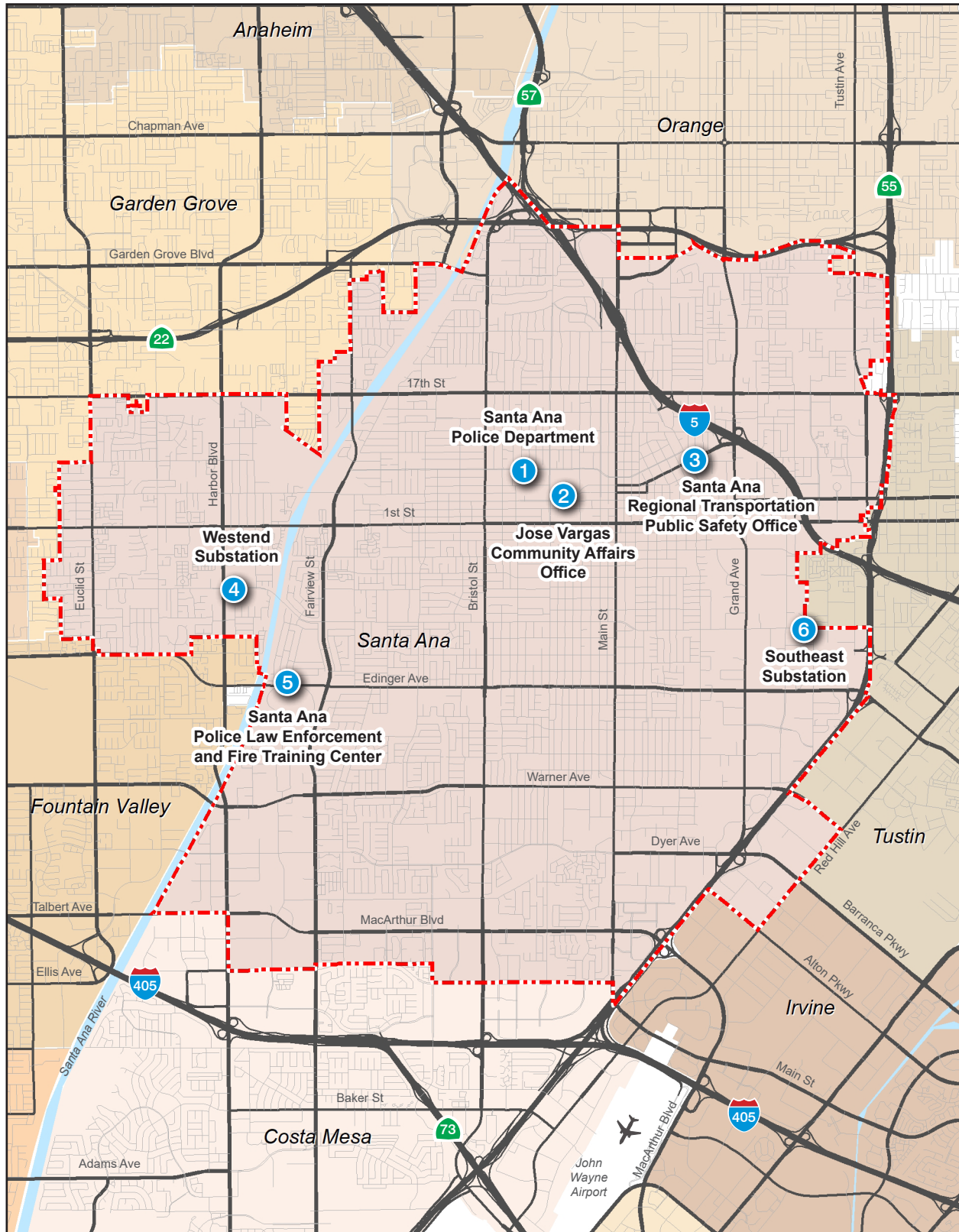
2.5.1 Performance Standards

The Santa Ana Police Department prioritizes calls as follows:

- **Priority 1:** Emergency calls for situations that are life threatening. Services shall be dispatched immediately.
- **Priority 2:** Calls for situations that threaten the safety of citizens and may or may not include threats to property. Calls of serious crimes that are in progress or have just occurred. Services shall be dispatched immediately.
- **Priority 3:** Calls for situations that are not life threatening and nonemergency that require a timely but not immediate response. Calls should be assigned to units from the district where the call occurs. Follow-up officers may be dispatched from any district.
- **Priority 4:** Routine incidents whose nature is not life threatening and not urgent that require a police response for appropriate documentation and/or action. Calls should be assigned to the officers from the same district as the call unless circumstances exist that would cause undue delay, i.e., Spanish-speaking call with no Spanish-speaking officers assigned to the district.
- **Priority 5:** Calls that are routine, nonurgent, or administrative in nature. Calls should be assigned to the officers from the same district as the call unless circumstances exist that would cause undue delay, i.e., Spanish-speaking call with no Spanish-speaking officers assigned to the district.

In addition to call priority, common circumstances that may require an immediate response include the need for preservation of evidence, likelihood of victim/witness interviews, and sensitivity of the situation. Examples of these types of situations include:

Figure 1 - Santa Ana Police Department Police Facilities



----- City of Santa Ana

① Police Facilities (6)

Note: Unincorporated county areas are shown in white.

Source: ESRI, 2019

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Scale (Miles)

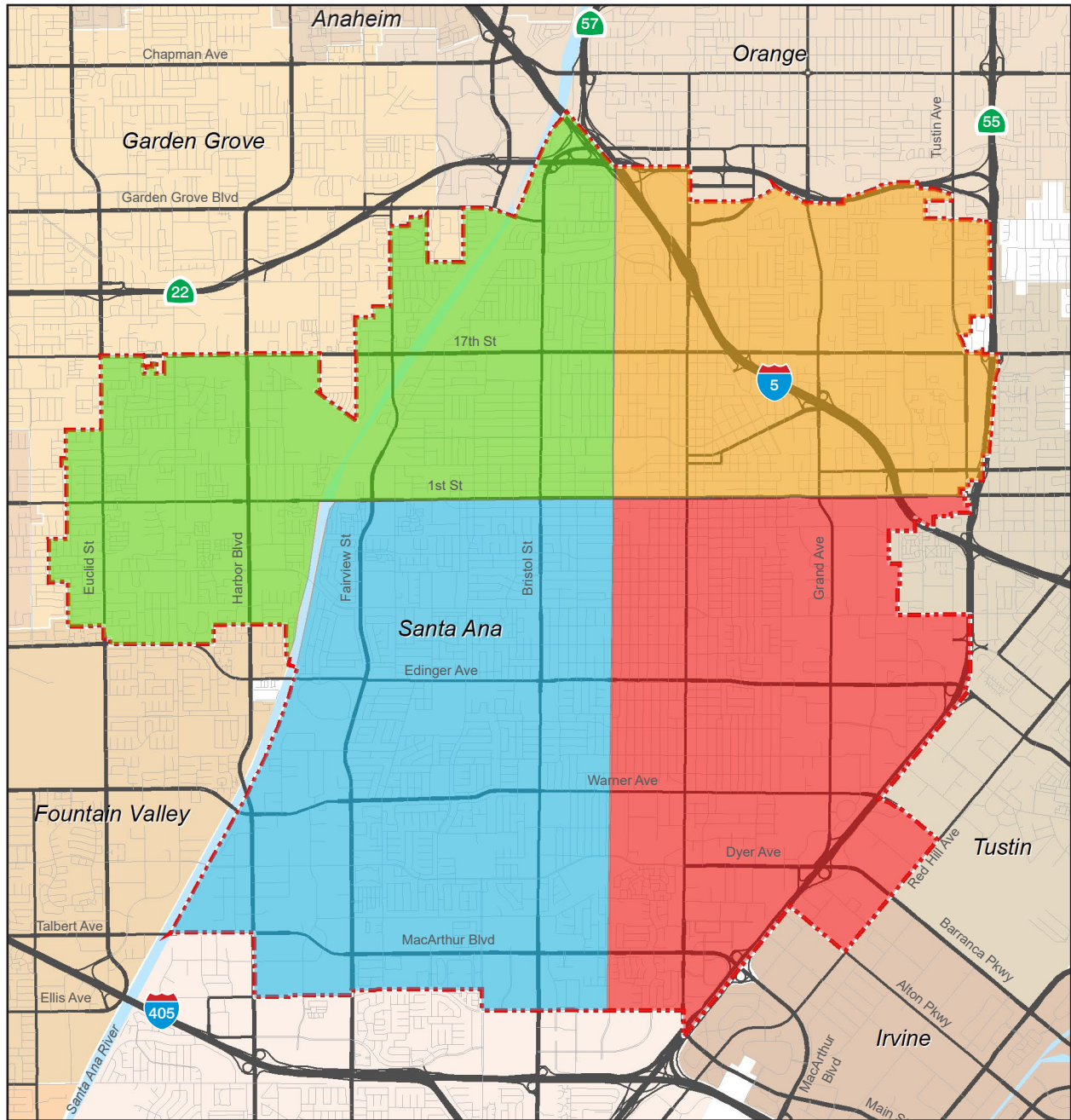


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Figure 2 - Santa Ana Police Department Districts



..... City of Santa Ana

Southcoast & Westend Districts: Commander Ruben Ibarra

Northeast & Southeast Districts: Commander Ken Gominsky



Westend District

West Division (serving all areas north of First Street and west of Flower Street)



Southcoast District

West Division (serving all areas south of First Street and west of Flower Street)



Northeast District

East Division (serving all areas north of First Street and east of Flower Street)



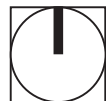
Southeast District

East Division (serving all areas south of First Street and east of Flower Street)

Note: Unincorporated county areas are shown in white.

Source: ESRI, 2019

0 1
Scale (Miles)



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2. Police Services

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2. Police Services

- Child molestation reports.
- Domestic violence.
- Alarm calls where it is likely the call is valid
- Suspects in custody of citizens, or citizens in custody of suspects.
- Robberies reported within a reasonable time of occurrence.
- Any other circumstances where an expedited response is appropriate.
- Accessible firearms and/or weapons in plain view on public property.

The Santa Ana Police Department has no set performance standards. However, the City's response time for priority calls is consistent with the western states' average response time of seven minutes

2.5.2 Performance Measures

The Santa Ana Police Department monitors the following performance measures to evaluate the effectiveness of the traffic, field operations, animal services, criminal investigations, crimes against persons, special investigations, and jail operations services provided to the community. Table 1, *Santa Ana Police Department Performance Measures*, shows the performance measures for each service from the 2015–16 fiscal year to 2018–19 fiscal year.

Table 1 Santa Ana Police Department Performance Measures

Service	Performance Measures	Actual	Actual	Estimated	Objective
		FY 15–16	FY 16–17	FY 17–18	FY 18–19
Traffic	# of reported collisions	4,858	5,350	TBD	TBD
	# of reported hit & run collisions	1,654	699	TBD	TBD
	# of traffic violations	13,357	14,720	TBD	TBD
	# of DUI arrests	691	699	TBD	TBD
	# of parking violations issued	103,385	106,536	TBD	TBD
	% change in number of reported collisions ¹	8.87%	10.13%		
Field Operations	# of calls for service	105,195	119,440	TBD	TBD
	# of reported incidents	34,454	41,530	TBD	TBD
	# of Priority One calls responded to	3,520	3,762	TBD	TBD
	Average Priority Response Time	7.00 minutes	7.47 minutes	TBD	TBD
	% of Priority One calls responded to in under 7 minutes	50%	46%	TBD	TBD
	# of criminal cases filed	4,822	6,148	TBD	TBD
Animal Services	# of service calls handled	5,602	3,690	4,000	5,000
	# of enforcement actions taken	210	164	250	250
	# of animal impounds	2,839	1,852	2,000	2,000
	# of educational presentations given	1	1	2	3
	# of spay/neuter events held	0	0	0	0
	# of telephone calls handled	8,143	7,379	8,000	8,000

2. Police Services

Table 1 Santa Ana Police Department Performance Measures

Service	Performance Measures	Actual	Actual	Estimated	Objective
		FY 15–16	FY 16–17	FY 17–18	FY 18–19
Criminal Investigations	# of cases presented to DA by Prosecution Unit	5,431	6,700	6,600	6,500
	# of business/community meetings	6	5	5	5
	# of community awareness presentations	16	12	12	12
	# of cases refused by the DA Office	715	850	750	750
	# of Special Enforcement operations	43	45	45	40
	Average monthly arrest by Detectives	21	20	20	20
	% rate of criminal charges	87%	85%	86%	85%
	# of arrests by Detectives during Special Enforcement Operations	49	20	40	30
Crimes Against Persons	Part I Crime Committed	10,204	10,516	1% reduction	1% reduction
	Part I Crime Cases Cleared	2,603	1,421	TBD	TBD
	Part I Crime Clearance Rate	25.50%	13%	TBD	TBD
	Total Arrests	814	1,382	TBD	TBD
	Probation Home Compliance Checks	330	534	180	180
	Firearms Seized	80	111	TBD	TBD
	Community Outreach Activities	80	111	48	48
Special Investigations	# of career criminal arrests	78	33	65	75
	# of weapons seized	11	15	15	25
	# of federal weapons violations cases reviewed	12	149	175	180
	# of surveillance operations	105	60	75	80
	# of search warrants issued	41	53	50	50
	# of confidential human sources cultivated	10	10	12	15
	# of federal weapons violations cases adopted	7	21	20	25
Jail Operations	# of inmates processed	8,224	8,227	7,611	7,611
	# of inmates fast-booked to OCJ	4,281	4,424	4,181	4,181
	# of visitors processed	19,464	15,378	14,370	14,370
	# of Pay-To-Stay Program Revenue	N/A	146,370	130,000	130,000
	% of compliance with regulatory agencies	100%	100%	100%	100%
	# of DNA collected or verified	1,454	3,035	3,116	3,116
	# of Registrants processed	1,700	5,422	6,194	6,194
	# of HiSet/GED graduates	N/A	11	60	60

Source: Santa Ana 2019b

¹ Percentages are approximate

2. Police Services

Table 2 shows the current average response time for the different call priorities detailed under Section 2.5.1.

Table 2 Santa Ana Police Department Average Response Times

Priority	Time
Priority 1	7m 03s
Priority 2	10m 22s
Priority 3	30m 32s
Priority 4	35m 07s
Priority 5	52m 59s

Source: Paulson, 2019

Deputy Chief Paulson indicated that the current response time for Priority 1 meets the western states average as well as the Santa Ana community needs.

Homelessness-related calls increased by approximately 10,000 from 2017 to 2018, and this is a rising issue in Santa Ana. The police department has collaborated with public works and parks and recreational departments to create a quality-of-life program to address increased homelessness-related demands (Paulson 2019).

Additionally, the City currently partners with local nonprofits, neighboring cities, and the county to reduce and address homelessness. Since 1998 the County of Orange has coordinated a comprehensive regional Continuum of Care (CoC) strategy that includes the participation of all 34 cities in Orange County, county agencies, the county's homeless service providers, and other community groups (including nonprofits, local governmental agencies, faith-based organizations, the homeless and formerly homeless, interested business leaders, schools, and many other stakeholders) to identify the gaps and unmet needs of the county's homeless (Santa Ana 2019c).

2.6 SCHOOL DISTRICT POLICE SERVICES/CAMPUS SAFETY

School districts in Santa Ana have police services and school safety programs. For instance, the Santa Ana Unified School District has its own police department, whose mission is to provide for the safety and security of everyone who attends and works at school facilities throughout the district (SAUSD 2019). Furthermore, the Garden Grove Unified School District provides various student and campus safety resources, such as district and campus safety initiatives, partnerships with law enforcement (Garden Grove Police Department, Fountain Valley Police and Fire Departments, Orange County Fire Authority, Orange County Sheriff's Department, Santa Ana Police and Fire Departments, and Westminster Police Department), and mental health resources (GGUSD 2019). The Tustin Unified School District has security/campus safety officers who patrol the district and provide security for students, district property, and employees (TUSD 2019).

2. Police Services

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3. Fire Protection

The information in this section is based partly on information provided by Octavio Medina, Administrative Captain Division 6, at a meeting between OCFA, the City, and PlaceWorks on July 29, 2019.

3.1 PLANNING FRAMEWORK

OCFA's Fiscal Year 2018–19 Adopted Budget provides a list of goals and objectives for the budget cycle. The OCFA's Executive Management Team identified three primary goals for OCFA to continuously pursue:

- **Service Delivery.** The service delivery model is built on continuous improvement. All services are sustainable through a range of economic environments and focused on the OCFA mission.
- **People.** Promote a highly skilled, accountable, and resilient workforce that is united in the OCFA's common mission.
- **Technology.** Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.

In order to pursue progress for these three goals, priorities have been established for the fiscal year 2018–19 budget cycle. Some of these priorities include:

- **Organizational Structure.** Implementing organizational structure changes, as approved by the Board. The goal is to better align the work efforts with the OCFA mission and evolving emergency response parameters and priorities; an Emergency Medical Service department has been established to that end. The organization will be divided into two large bureaus headed by two deputy chief positions.
- **Initiate Projects to Enhance Technologies.** OCFA remains focused on cyber-security, safety to personnel and systems, and leveraging emerging technologies to enhance services. Technology projects during the fiscal year will have a heavy focus on security, as well as upgrades and replacements of existing technology systems.
- **Mission Driven Culture Training.** During the 2018–19 fiscal year, OCFA will be conducting workforce and leadership training designed for the fire service culture and environment unique to the field. Provided by the International Association of Fire Chiefs, the training program curriculum is designed to build adaptiveness, cohesiveness, and resiliency within fire service organizations. The program has been approved by the Department of Homeland Security and the Federal Emergency Management Agency, through the California Office of Emergency Services.

3. Fire Protection

- **Transition to Lexipol Policy Management and Training System.** During the 2018–19 fiscal year, OCFA will move to a web-based delivery platform and mobile app to house the OCFA policy manual and updates. This change will also provide the opportunity to conduct daily training bulletins through 2-minute daily training exercises, designed to help personnel learn and apply agency policy content. Further, this system provides for continuous review of new laws, case law, and best practices in the field, resulting in policy guidance and updates specific to California law and regulations (OCFA 2018).

3.2 DEPARTMENT ORGANIZATION

The Orange County Fire Authority is a regional fire service agency that serves 23 cities in Orange County and all unincorporated areas. The OCFA protects over 1,680,000 residents. It is organized into seven departments, including the Community Risk Reduction Department and the Operations Department. The City of Santa Ana receives regional fire and emergency services from all OCFA stations and resources; however, 10 primary stations within the city’s jurisdiction (listed in Table 3) routinely serve the City of Santa Ana.

3.2.1 Community Risk Reduction Department

The Community Risk Reduction (CRR) Department, formerly known as Fire Prevention, adopts and enforces codes and ordinances relative to fire and life safety issues, reviews plans and conducts inspections of construction projects, coordinates annual life safety inspections of all existing commercial buildings, provides long-range analysis of impacts on resources associated with future land use and development, and investigates all fires (OCFA 2019a).

CRR resources dedicated to Santa Ana include an assistant fire marshal, two senior fire prevention specialist, to fire prevention specialist, and an office assistant. One fire prevention analyst is assigned to the Building Department public counter each weekday afternoon. In addition to prevention service, OCFA provides a full-service Fire Investigations section, with five investigators and one police officer.

3.2.2 Operations Department

The Operations Department has seven divisions and nine battalions that include 71 fire stations. Operations provide regional emergency response to all fires, medical aids, rescues, hazardous materials incidents, wildland fire, aircraft fire and rescue services to John Wayne Airport, and other miscellaneous emergencies (OCFA 2019a).

Strategic Services Section The Strategic Services Section provides strategic and advanced planning functions for OCFA, which includes CEQA review, initiating Secured Fire Protection Agreements with developers for infill projects, deployment and resource modeling, analytics and statistical data review, new station placement and agreements, Strategic Plan, Standards of Cover, Accreditation, and ISO and LAFCO coordination. Monitoring land use annexations and associated new road development preplanning are also priorities of the section (OCFA 2019b).

3. Fire Protection

The Secured Fire Protection Agreement is an agreement between the OCFA and a property developer addressing the provision of fire safety and emergency medical services for the benefit of future residents who will reside in the developed area (OCFA 2018).

3.2.3 Automatic/Mutual Aid

All fire departments in Orange County participate in an automatic aid agreement to ensure that the closest resources are dispatched to an emergency, regardless of jurisdictional boundaries (OCFA 2018). Automatic aid includes engines, trucks, paramedics, and battalion chiefs.

3.3 FACILITIES AND STAFFING

The OCFA Operations Division 6 serves the City of Santa Ana. Table 3, *OCFA Division 6 Fire Stations: Locations, Staffing, and Apparatus*, details the staffing and apparatus for each OCFA fire station in Santa Ana. Figure 3, *OCFA Division 6 Fire Station Locations*, illustrates the location of these stations within the City.

Table 3 OCFA Division 6 Fire Stations: Locations, Staffing, and Apparatus

Station	Location	Staffing (total of 3 shifts)	Apparatus
70	2301 Old Grande Street North	3 Fire Captains 3 Fire Apparatus Engineers/Paramedics 3 Firefighters/Paramedics 3 Firefighters	1 Paramedic Engine
71	1029 West 17 th Street	6 Fire Captains/Paramedics 6 Fire Apparatus Engineers 6 Firefighters/Paramedics 6 Firefighters	1 Paramedic Engine 1 Paramedic truck
72	1668 East 4 th Street	3 Fire Captains/Paramedics 3 Fire Apparatus Engineers 3 Firefighters/Paramedics 3 Firefighters	1 Paramedic Engine
73	419 South Franklin Street	3 Fire Captains/Paramedics 3 Fire Apparatus Engineers 3 Firefighters/Paramedics 3 Firefighters	1 Paramedic Engine
74	1427 South Broadway	3 Fire Captains/Paramedics 3 Fire Apparatus Engineers 3 Firefighters/Paramedics 3 Firefighters	1 Paramedic Engine
75	120 West walnut	6 Fire Captains/Paramedics 6 Fire Apparatus Engineers 6 Firefighters/Paramedics 6 Firefighters	1 Paramedic Engine 1 Paramedic Truck
76	950 West MacArthur	3 Fire Captains 3 Fire Apparatus Engineers 6 Firefighters/Paramedics	1 Paramedic truck
77	2317 South Greenville	3 Fire Captains	1 Paramedic Engine

3. Fire Protection

Table 3 OCFA Division 6 Fire Stations: Locations, Staffing, and Apparatus

Station	Location	Staffing (total of 3 shifts)	Apparatus
		3 Fire Apparatus Engineers 6 Firefighters/Paramedics	
78	501 North Newhope	3 Fire Captains 3 Fire Apparatus Engineers 6 Firefighters/Paramedics	1 Paramedic Engine
79	1320 East Warner	3 Fire Captains 3 Fire Apparatus Engineers 6 Firefighters/Paramedics	1 Paramedic Engine
Total		144	14
Source: Medina 2019			

In addition to the staff in Table 3, a division chief is assigned exclusively to Santa Ana to serve as the City's local fire chief, and three battalion chiefs (one for each of the three 24-hour shift schedules) provide daily management of station personnel and activities. Furthermore, an administrative captain, administrative assistant, nurse educator, and a fire community relations and education specialist (bilingual) are assigned to serve the City of Santa Ana and the neighboring OCFA communities (Medina 2019).

3.4 FUNDING

The City of Santa Ana signed a 10-year cash contract with OCFA that is valid until 2030. The City has until 2028 to decide whether they want to extend the OCFA contract. Staff, equipment, and facilities are all under the same contract. If there is a major change to the service area within the City (i.e., an annexation), the contract can be amended. The OCFA contract is funded from the City's general fund.

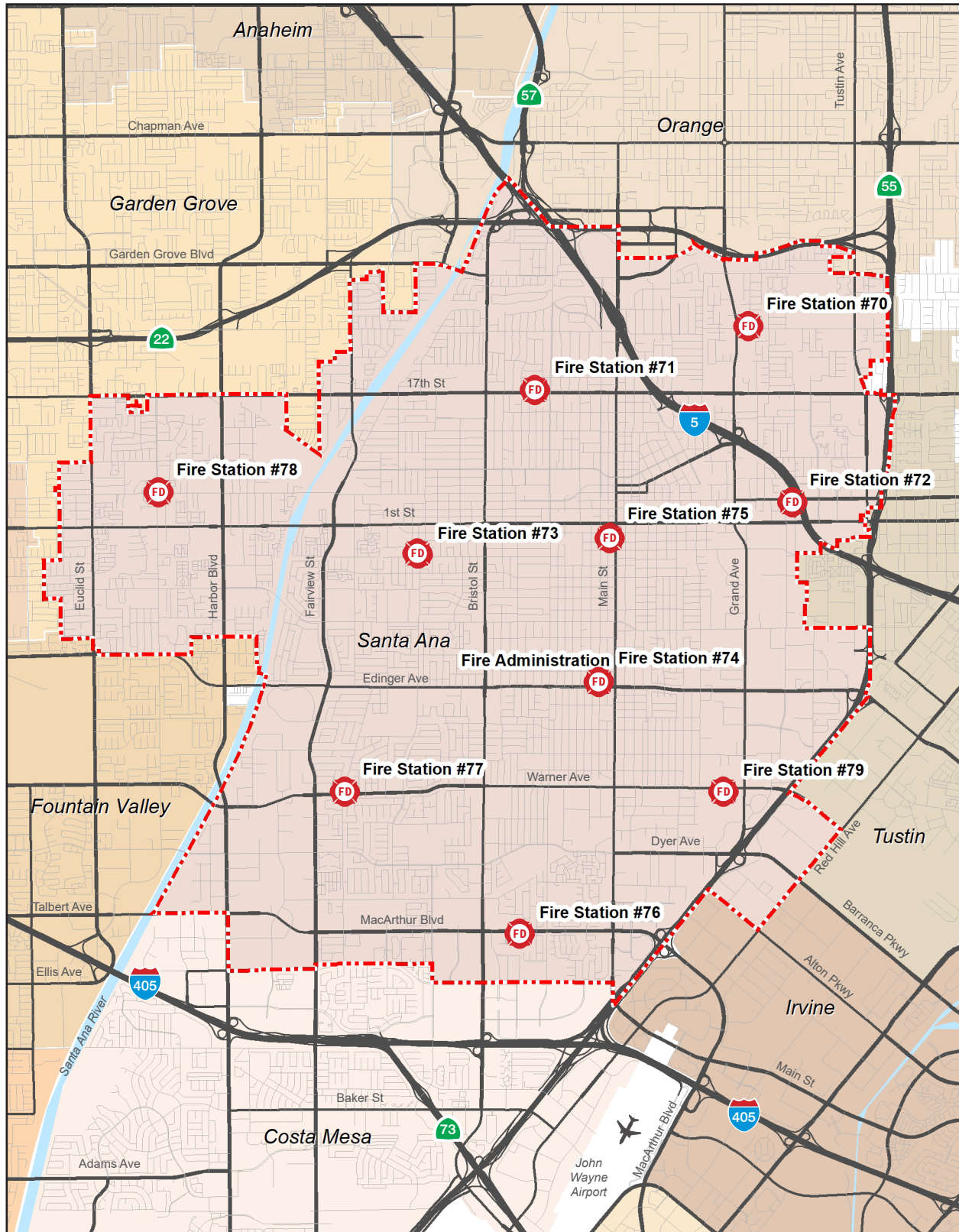
The majority of CRR services are funded through cost recovery fees. Since CRR services are primarily directed to businesses, developers, architects, and contractors, the fees are charged to the business community and not to individual homeowners and residents.

3.5 PERFORMANCE STANDARDS AND MEASURES

3.5.1 Performance Standards

The OCFA's response time goal to emergency calls in urban areas is that the first response unit shall arrive at a priority emergency within 7 minutes 20 seconds, 60 percent of the time. Further, OCFA provides standards of cover for its fire, EMS, and rescue sections for high, moderate, and low concentrations, which are as follows:

Figure 3 - OCFA Division 6 Fire Station Locations



----- City of Santa Ana



Fire Stations (8)

Note: Unincorporated county areas are shown in white.

Source: ESRI, 2019

0 1
Scale (Miles)



PlaceWorks

3. Fire Protection

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3. Fire Protection

Fire

- **High concentration.** 6 engines, 2 trucks, 1 medic, 2 battalion chiefs (BC), 29 personnel should arrive within 15 minutes, 80 percent of the time.
- **Moderate concentration.** 3 engines, 1 truck, 1 BC, 1 medic, 15 personnel should arrive within 12 minutes, 80 percent of the time.
- **Low concentration.** 2 engines, 6 personnel should arrive within 10 minutes, 80 percent of the time.

EMS

- **High concentration.** 2 engines, 2 medic, 8 personnel (4 paramedics) should arrive within 12 minutes, 80 percent of the time.
- **Moderate concentration.** 1 medic engine/truck or medic car with 1 unit, 4 personnel (2 paramedic) should arrive within 10 minutes, 80 percent of the time.
- **Low concentration.** 1 unit, 2 personnel (2 EMT) should arrive within 7 minutes and 20 seconds, 80 percent of the time.

Rescue

- **High concentration.** 3 engines, 1 truck, 1 USAR truck, 1 medic, 15 personnel (3 USAR, 2 paramedic) should arrive within 20 minutes, 80 percent of the time.
- **Moderate concentration.** 1 engine, 1 truck, 1 medic, 8 personnel (2 paramedic) should arrive within 12 minutes, 80 percent of the time.
- **Low concentration.** 1 engine or truck, 3 personnel should arrive within 7 minutes and 20 seconds, 80 percent of the time (OCFA 2006).

3.5.2 Performance Measures

Table 4, *Fire Services for Santa Ana*, details fire incident statistics from 2014 through 2017.

Table 4 Fire Services for Santa Ana

Service Information	2013	2014	2015	2016	2017	2018	Change
Fire Incidents	350	362	391	393	517	566	62%
EMS Incidents	14,502	16,018	17,912	21,952	11,280	21,952	51%
Other Incidents ¹	4,299	3,885	4,028	4,702	2,086	4,702	9%
Total	19,251	20,265	22,232	27,220	13,596	27,220	41%

Source: Medina, 2019.

¹ Other includes cancelled, false alarms, miscellaneous, or service calls.

3. Fire Protection

As shown in Table 4, fire incidents in the City have increased by approximately 41 percent from 2013 to 2018. Calls related to the homeless population have been rising steadily. However, even with rising fire incidents, OCFA meets the performance standard for emergency calls in the City of Santa Ana (Medina 2019).

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