

# City of Orange

California

## Annual Budget *Fiscal Year 2012-2013*



# Orange City Council



MAYOR PRO TEM  
DENIS BILODEAU



MAYOR  
CAROLYN V. CAVECCHÉ



COUNCILMEMBER  
TERESA "TITA" SMITH



COUNCILMEMBER  
JON DUMITRU



COUNCILMEMBER  
FRED M. WHITAKER

*Cover: In January 2012, the City officially opened the long-awaited Santiago Creek Trail. With this six mile, multi-purpose trail, users can travel along Santiago Creek from Cannon Street in east Orange to Hart Park in Old Towne Orange while enjoying a first-class biking/jogging/walking experience.*





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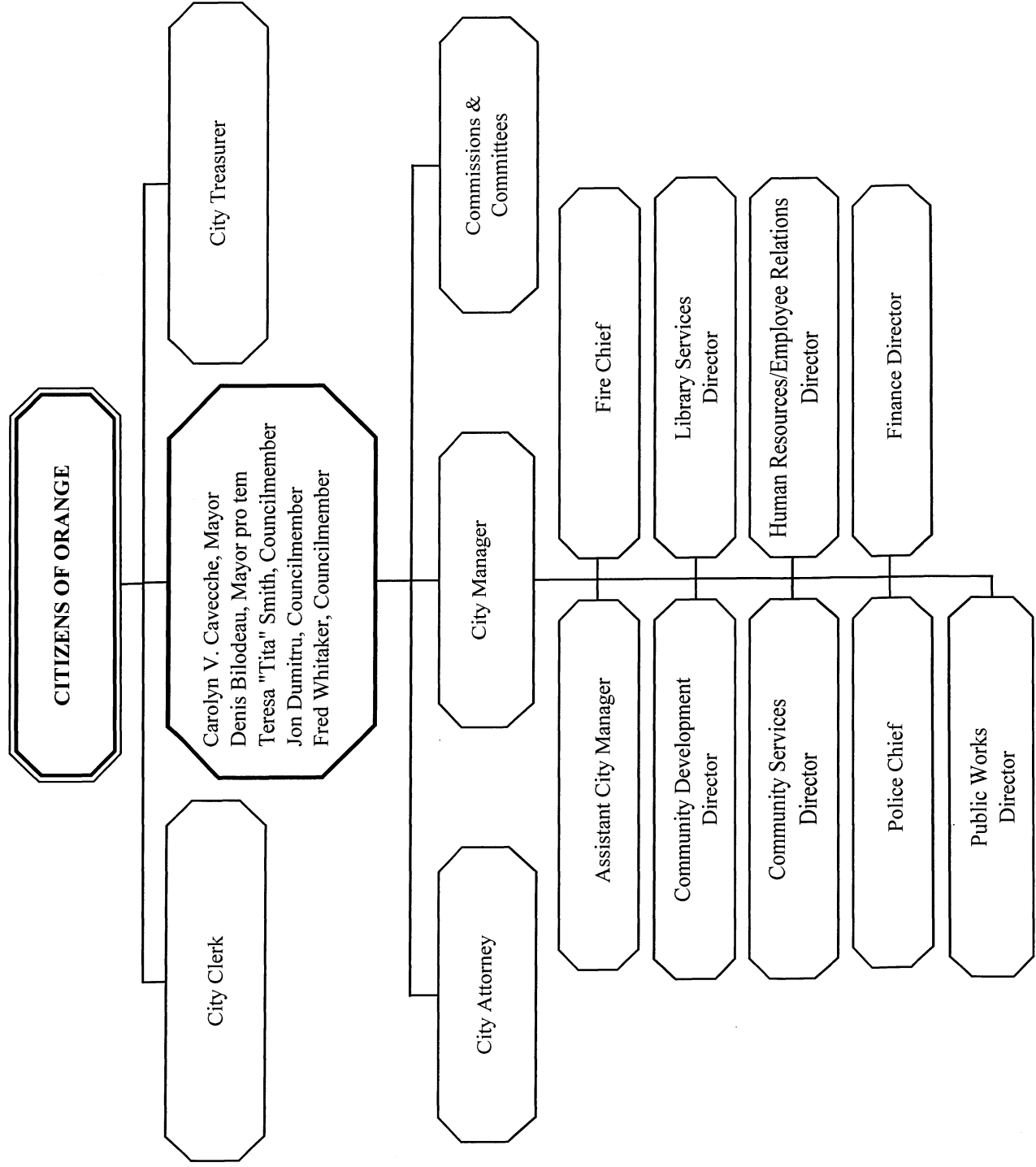
*City of Orange*  
California

*Fiscal Year 2012-13 Budget*

*Submitted by:  
John W. Sibley, City Manager  
June 26, 2012*



# CITY OF ORANGE





# City of Orange

## Fiscal Year 2012-2013 Budget

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# **Budget Message**



June 26, 2012.

Honorable Mayor and Members of the City Council:

I am very pleased to submit for your consideration the proposed City budget for Fiscal Year 2012-2013 (FY 13). The proposed General Fund budget is balanced and represents a spending package of \$88.5 million that will provide services, security, programs and projects for the residents and businesses of the City of Orange. The significance of this balanced budget cannot be overemphasized given the financial history of the last five years. During this period, the City has responded to the economic challenges created by the recession and continually adopted annual budgets that have allowed us to continue to achieve our strategic plan goals in spite of continually diminishing resources.

This budget, although balanced, is still below our high budget year of FY 07 but it is responsive to the priorities set by the City Council and more importantly it reflects a spending plan that is responsible and responsive to the economic realities that we have been challenged with over the past several years. When we saw this crisis looming in late 2007, we took immediate action to reduce our operating costs. That action, accompanied with the reorganization and realignment of operations within all of our departments has allowed the City to achieve this balanced budget a year earlier than we had projected and we have done so without layoffs or cuts in public safety. Achieving this goal has not been easy nor has it been without sacrifice. A major component of our budget, as a service organization, is the staff we employ to provide for the needs of our community and the City staff has contributed greatly to helping achieve fiscal stability for our City.

Although we remain cautious as we deal with the economic realities that still confront us, we are optimistic about our future. The City of Orange is a great place to live, work and play. Orange remains one of the safest cities in the nation and we are constantly recognized for our vibrant residential neighborhoods and excellent business environment. Orange is home to two regional shopping centers, three universities and colleges, four regional hospitals and has several excellent recreational facilities. To insure that we maintain the community that we all are proud of, we need to continually assess and adjust how we deliver services. A key component and challenge for the staff is to insure that we are staffed, trained and flexible as we go forward and to insure that our organization is as responsive as we can be within the resources available to us.

While the economy has transitioned into recovery mode, there still is no clear sign that the state and national economy are on solid footing. We continue to experience mixed signals of a full economic recovery. While consumer confidence continues to rise and business to business spending is up, the stock market still faces great uncertainty due to international economic concerns. Further, the job market remains flat and the local housing market is not yet showing signs of recovery.



Despite these mixed signals, revenues are increasing. As such, back in December it appeared that the City was heading toward a FY 13 General Fund budget in which revenues would be comfortably exceeding expenditures for the first time since FY 07. However, with the State dissolving redevelopment agencies effective February 1, 2012, presenting a balanced budget for FY 13 was a significant challenge. The known impacts of AB 26 have been substantial, but we are working through them. We do know that our organization is seeing an immediate loss in revenue that will impact our operating budget as well as the capital improvement program. Unfortunately, due to the ambiguities of AB 26, there are still impacts we do not know. As such, we prepared the FY 13 budget conservatively but with an optimistic outlook for the City of Orange.

### PROJECTED GENERAL FUND REVENUES FOR FY 13

The projected FY 13 General Fund revenues represent the third year of revenue growth – a positive indication that the local economy is rebounding. Based on this growth in revenue, we are able to project General Fund revenues for FY 13 to be \$88.6 million. This represents an increase of \$2.6 million or 3.0% over the FY 12 estimated revenues. Provided below is a summary of the General Fund revenue highlights.

- **Sales Tax** is the largest source of General Fund revenue. In FY 13, the City anticipates receiving \$36.1 million in sales tax revenue, approximately \$2.1 million or 6.2% more than in FY 12. This estimated increase is primarily the result of increases in auto sales and record high fuel prices that are expected to continue in the coming months. In addition, the performance of the rebranded and repositioned Outlets at Orange is exceeding expectations.
- **Property Tax** is the second largest source of General Fund revenue and is expected to be \$20.2 million, an increase of \$1.5 million over FY 12 revenues. This projected increase is partially due to the estimated one-time allocation of redevelopment agency proceeds distributed from the County of Orange per AB 26.
- **Transient Occupancy Tax (TOT)** is anticipated to be \$3.6 million. This reflects an increase of \$150,000 or 4.3% over FY 12 due to more business and leisure travel resulting from a recovering economy.
- **Franchise Fees** from gas, electric, and cablevision utilities are projected to increase in FY 13 by approximately \$60,000 to \$3.1 million, an increase of 2.0%. This is primarily the result of increases in cablevision franchise revenue.
- **Licenses and Permits** are anticipated to remain flat during the upcoming fiscal year at \$4 million. Revenues from building related permits (building, electrical, plumbing, etc.) and Business License revenues are anticipated to stay flat due to the impacts of the economic downturn.
- **Fines and Forfeitures** are expected to increase in FY 13 by 1.8% to an estimated \$2.5 million. Fluctuations in revenues from fines and forfeitures are very difficult to predict and staff conservatively estimates this source of revenue based on historical trend analysis.
- **Use of Money and Property** is anticipated to be approximately \$835,000, which is \$425,000 or 33.7% less than the FY 12 revenue estimate. A portion of this

decrease is due to the dissolution of the Redevelopment Agency resulting in the possible elimination of the downtown parking lot loan payments to the City. Another portion of the reduction in the FY 13 revenue estimate is the result of lower interest rates which are expected to continue into the upcoming year. Average portfolio rate of return for FY 13 is estimated at 1.02%. Finally, the total portfolio will decrease dramatically once the Successor Agency is forced to turn over its former redevelopment agency fund balances to the County.

- **Motor Vehicle in Lieu** is anticipated to stay at the same level as in FY 13, at an estimated \$10.4 million. While auto sales are up, the average vehicle age in California continues to stay at a historic high level.
- **Miscellaneous Revenues** include unanticipated, non-repetitive revenues that are difficult to project and that vary significantly from year to year. Estimated miscellaneous revenues for FY 13 are estimated at approximately \$758,000, a decrease of \$417,365 or 35.5% compared to FY 12.

While we are encouraged that many of the key economic indicators are showing signs of a continued rebound in the national and state-wide economy, there are still several areas of concern. Most notable include: the sluggish real estate market; a continuation of weak home improvement retail sales; and near non-existent investment portfolio earnings. Further, other than the increased level of activity at the Outlets, Orange has no new major retailers or significant revenue generators expected to come "on-line" in the near term. Therefore, any growth in General Fund revenues must come from existing revenue sources. For this reason, it is expected that any future growth in General Fund revenue will be modest and growth will occur over time. Therefore, it will likely take several more years for revenues to return to the FY 2007-08 levels of \$93.6 million.

### **PROPOSED GENERAL FUND EXPENDITURES FOR FY 13**

The City is fortunate that its history of conservative spending practices positioned us well to weather the economic downturn for the past five years. This was aided by the fact that the City quickly responded to the pending economic downturn early on by implementing many budget reduction measures over the past five years. These reductions have included significant departmental operating budget reductions, realigning operations in all departments, underfunding Internal Service Funds, freezing vacant positions, and implementing a 5% furlough for all non-safety and management employees. In addition, we have restructured labor group agreements to lower labor costs to further aid in reducing our past structural deficits. While we have had to deal with significant losses in General Fund revenues (approximately \$15 million between FY 08 and FY 10), with the support of our staff and the leadership of the City Council we have done a good job of dealing effectively with the loss of revenue while still providing essential services.

The current projected expenditures for FY 13 are \$88.5 million. While this amount represents a 2.2% increase over budgeted expenditures for FY 12, it still reflects a 5.1% decrease in budgeted expenditures from FY 2007-08. This significant decrease in

expenditures over the past five years has been accomplished despite the pressure of rising operational and labor costs and serves to illustrate the organization's commitment to addressing the structural deficit. The primary cause for the increase in FY 13 expenditures is the fact that we have increased the level of Internal Service Fund allocations to the operating budget. The projected expenditure budget of \$88.5 million is based on the following assumptions:

- **Restructured Labor Agreements:** This budget reflects a full year savings from the negotiated increases in California Public Employee Retirement System (PERS) cost sharing by all employee bargaining groups. As a result of the agreements forged over the past two years, our employees are paying between 94% to 100% of the employee share of PERS costs. Also included in the proposed FY 13 expenditure budget is a continuation of the 5% furlough for the non-safety employees. It should be noted that all eight employee bargaining groups have labor agreements that expire June 30<sup>th</sup>. While the City and the bargaining groups continue to negotiate new agreements for FY 13 and beyond, no agreements have been reached. As such, this budget does not reflect any additional changes in labor costs that may result from new agreements.
- **Status of Frozen Positions:** We continue to realize a substantial savings from a continuation of the policy to freeze vacant positions. At the outset of this fiscal crisis in the fall of 2007, we initiated a soft hiring freeze, filling only certain safety and leadership positions that became vacant. As the fiscal picture grew worse, we implemented a full hiring freeze in conjunction with the adoption of the FY 10 Budget. With the adoption of the FY 12 budget in November 2011, the City had 106 positions frozen (76.7 FTE) which is approximately 10% of our workforce. Of that total, 69 of those positions were benefited full-time or part-time positions. The net result of this budget strategy was a savings of over \$7 million per year. However, as we have reached a tipping point in our ability to deliver services, during FY 12 we began to fill certain critical positions. These have included the Chief Clerk, Budget Officer, Water Manager, Park Supervisor, Recreation Services Coordinator, Permit Technician, Police Officers and Firefighters. As part of this budget process, we conducted an analysis of the positions to determine whether any of the positions needed to be filled, realigned or permanently eliminated. The initial result of this analysis is that we have filled a limited number of positions as noted above, but we also have determined that at least 36 frozen positions can be permanently eliminated as part of the adoption of the FY 13 budget. As a result, the number of budgeted full-time positions has been reduced to 681. In addition, we are still maintaining over 73 frozen positions of which 45 are full-time. As we progress through the next fiscal year, we will continue to evaluate the vacant and frozen positions and recommend the appropriate disposition of those positions during the mid-year budget review.
- **Continuation of Past Operational Budget Reductions:** This budget reflects a continuation of the savings generated from past operational budget reductions. For the past five budget years, operating budget reductions have equaled nearly \$6.0 million – impacting every department. While these reductions remain in place, certain budget increases are reflected in the proposed FY 13 budget.



These include costs related to operating the new Ambriz Park, increases in fuel and electricity charges and the bi-annual cost for the November General Election.

- **Public Employee Retirement System (“PERS”) Costs:** This budget reflects the current PERS employer rates for Orange which remains steady in FY 13. In fact, due to the restructured labor agreements, the City PERS exposure has been reduced to \$11.9 million in FY 13. On the other hand, with the restructuring of the labor agreements, our employees are now paying approximately \$6.4 million per year toward their retirement costs. That being said, it is projected that our General Fund PERS costs will increase by \$1.0 million in FY 14 due to a reduction in the PERS discount rate from 7.75% to 7.5%.
- **Redevelopment Impacts:** This budget includes the known full year impact of the dissolution of the Redevelopment Agency. While still being finalized through the State Department of Finance, based on our Recognized Obligation Payment Schedule (“ROPS”), approximately, \$1.4 million in former Agency costs are being funded by the Successor Agency to fund the wind-down activities. Conversely, approximately \$850,000 of former Agency expenses, comprised of \$700,000 in salary and benefit costs (portions of 39 staff members) and \$150,000 in specific operational costs, are being absorbed by the General Fund.
- **Elimination of the Economic Development Department:** As part of our wind-down activities related to AB 26, we have realigned the Economic Development Department into a division under the City Manager’s Office. The Economic Development division will be comprised of four staff members and will be responsible for Successor Agency activities as well as economic development activities. It is essential that the City maintain a proactive economic development program to preserve and enhance the City’s economic environment. Activities will include broker, developer and business outreach; stewardship of the downtown commercial area (including installation of holiday decorations), maintain key community partnerships, and offer entitlement assistance. The Housing and CDBG function, including one staff member, will be realigned to the Community Development Department. Finally, the two remaining staff members from the department have been moved to other departments to fill critical roles there. I am pleased to say that the strategy of maintaining vacant positions for such contingencies has paid off for us and so far we have avoided triggering any lay-off scenario for our organization.
- **Internal Service Funding Increased:** The proposed budget reflects an increase in the level of Internal Service Fund allocations which represents the primary reason the General Fund expenditure budget for FY 13 is increasing by 2.2%. In total, Internal Service Fund allocations from the General Fund for FY 13 are budgeted at \$5.4 million, an increase of \$1.6 million over FY 12. In addition, as noted below the budget reflects a \$4.1 million transfer from the General Fund unreserved fund balance to several Internal Service Funds to help restore the funding levels in a few specific funds. The Workers’ Compensation Fund is estimated to end FY 12 with a balance of \$100,000. This does not however include reserves for all known workers’ compensation claims totaling over \$5.0

million. As you will recall we are self funded for workers' compensation claims up to \$400,000. Claims in excess of \$400,000 are paid for by our insurance carrier. Most claims are less than \$100,000. For FY 13, we are able to fully fund the Workers' Compensation Fund through allocations in the amount of \$2.5 million. The Employee Accrued Liability Fund is estimated to end FY 12 with \$1.5 million. This includes the \$2.0 million transfer into this fund from last year to help offset increases in future PERS retirement costs, as well as to fund future retiree payoff amounts. For FY 13, we are able to fully fund this allocation in the amount of approximately \$300,000. In addition, this budget also reflects a transfer of \$1.0 million into the Employee Accrued Liability Fund. The Equipment Replacement Fund is estimated to end FY 12 with a fund balance of \$7.7 million. This is well below our high of \$13.1 million in FY 08. As you will recall, we had been drawing down on this fund for several years in an effort to assist the balancing of the General Fund. Additionally we have deferred the replacement of dozens of non-emergency vehicles over the past several years in an effort to help stabilize this fund. It is proposed that we will transfer \$800,000 into this fund in FY 13 from year end FY 12 fund balance savings. The Liability Fund is estimated to end FY 13 with \$3.8 million. This is consistent with last year's ending balance and provides resources for potential litigation against the City. The proposed budget reflects a \$1.2 million transfer to the Liability Fund. In total over the past four years we have decreased our Internal Service Funds from a high of \$28 million collectively in FY 07 to our estimated ending balance of just under \$15 million in FY 12. Looking to FY 13, we are able to provide a full year of funding to the Internal Service Funds through allocations and transfers. Therefore, it is projected that the combined ending fund balance for FY 13 for the Internal Service Funds will increase to \$16.6 million. In the City's overall fiscal health, reserves play a vital role. As such, the City Council continues to exercise sound judgment in the use and preservation of these reserves, and as we move forward, we are continuing to replenish the balances in our internal service funds.

Summarizing the financial picture, despite the uncertainties listed above, the current estimated FY 13 expenditure budget is increasing to \$88.5 million. With the projected FY 13 revenue amount set at \$88.6 million, the general fund budget will be balanced and our revenues are expected to exceed expenditures for the first time since FY 07. This is a significant milestone and something that the City Council and staff can be very proud of. We truly have weathered the economic storm and although we have a long way to go to get to a solid fiscal position, we have achieved this balanced budget without the use of any of our catastrophic reserves and we are still maintaining an organization committed to quality customer service for our residents and businesses.

### **FUND BALANCE PROJECTION FOR THE GENERAL FUND**

The projected beginning unreserved fund balance for the General Fund for FY 13 will be \$10.5 million. This projected balance increased slightly over the FY 12 adopted budget projection due to FY 12 revenues exceeding our budgeted estimates by approximately \$650,000 primarily due to sales tax revenue increases while expenditures are tracking \$1.0 million less than budgeted. The anticipated FY 12 savings in expenditures is a

result of our departments doing an exceptional job in curtailing expenditures as well as the City maintaining the hiring freeze. Of the unreserved fund balance, staff is recommending the transfer of \$4.6 million to several internal service funds to help restore the funding levels in these funds. The targeted funds include the equipment replacement fund, the liability fund, the employee accrued liability fund and the Information technology fund. In addition, to accommodate rising fuel costs, a transfer to the Equipment Maintenance Fund is also being proposed. Further, this budget reflects a \$1.5 million transfer to the Capital Improvement Fund to fund future infrastructure needs. Following these transfers, the estimated ending unreserved fund balance for the General Fund for FY 13 will be \$5.0 million. It should be noted that the City continues to maintain a separate Catastrophic Reserve of \$18.1 million, which is over 20% of the General Fund budget.

**Estimated Available General Fund Balance**

<b>Unreserved Fund Balance Available @ 6/30/12</b>		<b>\$10,524,464</b>
FY 13 Estimated Revenues	88,566,671	
FY 13 Estimated Expenditures	(88,452,588)	
Excess Revenues over Expenditures		<u>114,083</u>
<b>Unreserved Fund Balance Available @ 6/30/13</b>		<b>10,638,547</b>
Transfers Out		
Transfer to Equipment Replacement Fund	(785,735)	
Transfer to Liability Fund	(1,164,851)	
Transfer to Information Technology Fund	(422,937)	
Transfer to Employee Accrued Liability Fund	(1,500,000)	
Transfer to Fuel Allocation	(727,983)	
Transfer to Capital Improvement Fund	(1,000,000)	
Total Transfers Out		<u>(5,601,506)</u>
<b>Unreserved Fund Balance Available @ 6/30/13</b>		<b>5,037,041</b>
General Fund Catastrophic Reserve		<u>18,067,960</u>
<b>Est. Reserved &amp; Unreserved General Fund Balance @ 6/30/13</b>		<b><u>\$23,105,001</u></b>

**FUND BALANCE PROJECTION FOR OTHER FUNDS**

It is projected that the Water Enterprise Funds which includes operations and capital expenditures will end FY 13 with a fund balance of \$6.2 million. This represents a slight decrease from the estimated beginning fund balance of \$6.3 million based on FY 13 revenues of \$30.1 million and expenditures of \$30.3 million. These amounts include previously approved rate adjustments and our effort to slowly begin phasing in funding for capital costs in future years.

The Sanitation Fund, which includes street sweeping, sewer maintenance, tree trimming, and environmental compliance services, is estimated to start FY 13 with a \$5.6 million fund balance. Revenues are estimated at \$4.8 million while expenditures are estimated at \$5.3 million due to a fluctuation in capital expenditures for FY 13. The current fee structure, which was last updated in June of 2009, includes a small component for capital replacement but is not sufficient to cover the critical needs of

replacing an aging infrastructure. Additionally, because sewer rates are based on water consumption, the recent water conservation efforts by our customers has resulted in lower revenues. Therefore this fund will end FY 13 with an estimated fund balance of \$5.0 million.

With the passage of ABx1 26 all California Redevelopment Agencies have been eliminated. Therefore the balances in these funds will likely have to be turned over to the County Auditor Controller sometime during FY 13 which will then be redistributed to all of the other taxing entities. The projected beginning tax increment fund balance in FY 13 is \$11.2 million. Staff has been working closely with the State Department of Finance and the Orange County Auditor Controller to work through the myriad of issues that have surfaced. Staff has been diligent in retaining sufficient fund balances to insure that future obligations of the former Redevelopment Agency, including bond payments, are not missed. The City has agreed to undertake the role of the Successor to the former Redevelopment Agency and will work diligently to wind down the affairs of the Agency.

### LOOKING FORWARD

As we do during every budget process, we look at our fiscal picture two years ahead. Fortunately, the picture is improving slightly. Based on improving revenue trends, continuing with the operational budget reductions and lowering our labor costs (through the freezing and elimination of positions and current concessions from the bargaining groups), we are projecting a slight excess of General Fund revenues over expenditures for FY 14 and FY 15. This is a significant improvement over the fiscal picture we were looking at less than two years ago. For FY 14, we are projecting a \$500,000 revenue surplus while for FY 15, the revenue surplus shrinks to less than \$300,000. These projections assume a 4% annual increase in General Fund revenue while also assuming an anticipated \$1.0 million increase in PERS costs in FY 14 and an additional \$1.2 million in additional PERS costs effective FY 15. The model also assumes a very modest increase of less than 1% for General Fund expenditures and slight increases in Internal Service Fund allocations. Therefore, we still have work to do to ensure we completely close the structural deficit and position ourselves to restore funding to our internal service funds and fund specific capital improvement projects.

### HIGHLIGHTS FOR FY 13

As we recover from the economic challenges of the past four years, there is much to be excited and optimistic about. It has often been said, adversity yields opportunity. As we enter into FY 13, the City has many opportunities to make positive enhancements and changes in the community and in the organization. Provided below are some highlights of those opportunities:

- **Ambriz Park Now Open:** The Steve Ambriz Memorial Park opened in April 2012 to rave reviews. The sports park, located adjacent to the Riverbank community near the intersection of Lincoln Avenue and Batavia Street, features tennis and basketball courts, adult softball fields, a walking path that leads to the Santa Ana River, a tot lot and community building. The opening of this park follows the opening of the Sports

Center at Grijalva Park just one year ago. The City is truly fortunate to have been in the position to complete these two exciting park projects which were funded primarily through grant and bond funds.

- **Santiago Creek Trail System is Complete:** Earlier this year, the City achieved a long-time goal of developing a multi-purpose trail adjacent to Santiago Creek as it travels through Orange. Six miles in length, the Santiago Creek Bike Trail opens up a beautiful world of natural wonders right here in the heart of Orange. With the trail, you can travel from Cannon Street in east Orange to Hart Park in Old Towne Orange while enjoying a first-class biking/jogging/walking experience. The trail also connects with Yorba Park, Grijalva Park and Santiago Park in Santa Ana. Funding for this project included County Park funds, State Prop. 1B funds and OCTA Transportation Enhancement Act (“TEA”) funds.
- **Organizational Assessments Completed:** Earlier in the current fiscal year, the City Council directed that two separate organizational assessments be conducted – one focused on police services and one focused on development services. The purpose of these studies are to provide an independent review of how specific areas of the City organization were working, how best to deploy City resources given the City’s fiscal limitations and to recommend appropriate changes in organizational operations and practices. Over the past month, the City Council has been presented with the result from the two reports. The reports highlighted many positive elements about our organization but included many recommendations involving policy and procedural changes, staffing realignments and additions, and infrastructure and technology improvements. We are moving forward with implementing a number of the recommendations, including implementing a number of policy changes in the Police Department, addressing several technology needs in the Police, Community Development and Public Works departments and begin reviewing the Zoning Code to determine where there are opportunities for streamlining the entitlement process. For those recommendations that involve adding staff or carrying out infrastructure improvements, it is recommended that these be further assessed during the upcoming fiscal year and be reviewed in conjunction with the budgetary limitations that currently exist in the City. Therefore, the proposed fiscal year budget does not include any fiscal impacts related to the organizational assessments.
- **Downtown Orange Is the Place to Be:** Repeatedly voted the best downtown in Orange County, the Old Towne Orange Commercial District is thriving. Home to many wonderful and popular restaurants and shops, the district continues to evolve as it enhances its standing as a leading destination as well as a cherished locals’ gathering place. The recent opening of Wahoo’s Restaurant which is located in the restored and converted historic 125-year old Vineland Hotel serves as an illustration that Old Town is “the place to be.” In the Plaza area, several restaurants and retail establishments have recently opened, expanded or substantially remodeled including The Bruery Provisions, Watson’s, Movement Skate Shop, Avila’s and Metropolitan Crepe. With Chapman University beginning construction of its Performing Arts Center which will be located adjacent to Glassell Street two blocks north of the Plaza area, the future looks even brighter for the Plaza. Finally, design work will be completed on the proposed Metrolink parking structure on Lemon Street that will feature approximately 620 public parking spaces. This exciting project will

provide needed parking for both the Santa Fe Depot/Metrolink Station as well as the Old Towne Commercial District.

- **The Outlets at Orange Is Exceeding Expectations:** With the recent rebranding of The Block at Orange to the Outlets at Orange, the retail center is becoming a top location for shopping and dining in Southern California. In addition to the recent opening of the Nordstrom Rack, Simon/Mills has attracted many new retailers to the center including Thrill It Fun Center, Hurley Factory Outlet, Sports Authority, Banana Republic Outlet Store, O'Neill Outlet, Calvin Klein Company Store, DKNY Company Store and the Guitar Center. As a result of these new tenants, the Outlets are exceeding expectations and we anticipate that trend to continue into the upcoming fiscal year. Phase II of the expansion plans will add approximately 70,000 square feet of new retail stores with an anticipated summer 2013 opening.
- **Continued Commitment to Capital Improvement:** Over the past several years, we have seen an unprecedented level of capital improvement activity in Orange. Many of the key projects were on the drawing board for many years, but came to fruition in the past couple of years. Looking forward, the Seven-Year Capital Improvement Plan ("CIP") identifies 117 projects that are being proposed for the seven-year period. For the upcoming fiscal year, there are 17 new projects budgeted and 100 projects that are a continuation of previously approved projects. With these projects, the City is investing about \$44 million in capital improvements in the upcoming fiscal year and \$169 million over the seven year planning horizon. This is a major investment in the City's infrastructure and represents a significant commitment to our community's future. Funding for the CIP comes from 33 different funding sources including Gas Taxes, Measure "M", Traffic Congestion Relief Funds, Development Impact Fees, State and Federal Grants, Redevelopment Funds and Community Development Block Grants (CDBG). Funding for projects supported by funds other than the General Fund account for 99% of the new funding for FY 13. With the passage of AB 26, resulting in the elimination of redevelopment agencies, we are losing an important CIP funding source. Over the past five years, the RDA has contributed approximately \$12.3 million toward key road projects, traffic projects, and facility improvement projects. The following are highlights of the FY 13 Capital Improvement Program projects:
  - Completion of the Sports Center at Grijalva Park, which includes exterior lighting and signage necessary to complete project.
  - Application of anti-graffiti coating throughout the City's park and trail system to protect unpainted concrete, brick, block, and stone finish surfaces.
  - Construction of unisex restroom facilities in all eight fire stations for employees and the public.
  - \$4.5 million for Pavement Management Program projects as well as over \$660,000 for street maintenance and rehabilitation projects, and more than \$55.8 million in carryover and proposed funding for street projects over the next seven fiscal years.
  - 16 lighting and signal projects designed to improve signal coordination and synchronization.
  - \$3.4 million toward 19 projects intended to maintain or improve the City's water production and distribution.

As mentioned above, only a small portion of CIP projects are funded through the General Fund. These will be funded through the fund balance available in the General Fund Capital Improvement Fund that received a \$3.0 million transfer as part of the FY 12 budget adoption. Further, the FY 13 budget reflects a \$1.5 million transfer to the Capital Improvement Fund to fund future infrastructure needs.

**General Funded CIP Projects**

<b>Project</b>	<b>Total Budget</b>
Emergency Power Generators	\$75,000
Yorba Park Vapor Extraction System	\$232,625
Municipal Parking Lot Maintenance	\$20,000
Corp Yard Renovations	\$80,000
A/V System Replacement in Chambers	\$50,000
City Facility Improvements	\$100,000
Police HQ Exterior Wall Sealing	\$20,000
<b>Total</b>	<b>\$577,625</b>

**CONCLUSION**

The FY 13 budget is a very responsive and balanced budget and is the result of several factors. The first is the solid foundation we have established through the Council’s fiscally conservative practices. Secondly we have developed innovative solutions to our fiscal limitations and we have made some very difficult strategic decisions on staffing the organization. The third factor is the focus that the entire organization is dedicated to preserving our core services as well as those community aspects that make Orange such a great place to live, work and play. To accomplish all of this, it has taken a great deal of hard work, dedication and compromise by the entire organization to get us through the economic impacts of the long recession.

The recession and proceeding recovery has required our entire organization to focus its talents on balancing the budget while preserving core services. Our city team has worked hard and made sacrifices during the past five years with the common goal of providing excellent services to our residents, businesses and visitors while at the same time dealing with diminishing resources. Their hard work is reflected in the fact that Orange has one of the lowest employees per 1,000 residents rate when compared to other full-service cities in the region. In 1990, when the City had 790 full-time employees, we had 6.7 full-time employees per 1,000 residents. Today, we are down to less than 620 funded positions, resulting in a rate of 4.5 full-time employees per 1,000 residents. The community should feel confident that in addition to receiving excellent services from our staff, they are also receiving extremely efficient services as well.

Regional factors still loom at the federal and state level that will impact our financial future but with Council direction and a dedicated staff we will continue to move forward. In doing so, we will use all of the tools available to us which include maintaining strategic vacancies, entrepreneurial and economic development activities, organizational alignments and consolidations, workflow analysis, and other innovative



methods of fulfilling the City's priority goals while insuring that we provide an even greater future for our residents, businesses and visitors.

### **THANKS AND APPRECIATION**

This budget would not be possible without the dedication and sacrifice of every employee of this City and I want to thank each of them for their commitment to the City of Orange. I also want to thank the City Council for the policy direction provided and I also want to acknowledge that as a policy making body, you have had to make some very difficult decisions to get us to this point of a balanced City budget. The collaboration by everyone from the Council to the staff must be recognized and commended. We all hope that we have gone through the worst of the economic downturn and we know that we have emerged as a stronger organization.

In closing, I want to thank the City Department Heads and their staffs. The balanced budget would not have been possible without their leadership and dedication to this City. My thanks also to the members of the City budget team who worked so hard to get this document together. I especially want to thank Leila Hoopii, for her years of dedication as our Budget Officer. This is her last budget in that she is leaving the City and we will miss her. Again, I express my appreciation to the City Council for your dedication and leadership in guiding the budget process and spending your time and talents for this community we all love.

Sincerely,



John W. Sibley  
City Manager

## **STRATEGIC PLAN FOR 2008-2013**

In January 2008, the City Council adopted a comprehensive Strategic Plan that will serve as the vision for the organization in how the City delivers services to its residents, businesses and visitors. The plan defines the purpose of the organization, establishes realistic goals and objectives, presents a vision of success that guides the ongoing direction of the organization, and help to ensure the most effective use of City resources by focusing the resources on the key priorities.

The Strategic Plan is a guiding force in the preparation of the City's Operating and Capital Improvement Budget. Consequently, the Workplans included in the departmental section of this Budget are being used to identify the specific actions and initiatives that will be undertaken in pursuit of the Strategic Plan and its Goals and Strategies. As such, bracketed references following each Workplan delineate the specific Strategic Plan Goal and Strategy by number and letter which the work plan sustains or promotes.

### **MISSION**

The City of Orange is committed to excellent service for our residents, businesses and visitors.

### **VISION**

As an organization, the City of Orange is the leader in delivering the highest level of service to meet current and future needs of the community.

### **VALUES**

TEAMWORK  
INTEGRITY  
EXCELLENCE

## GOALS & STRATEGIES

### 1. Provide for a safe community

#### Strategies:

- a) Provide staffing and resources to deliver services that ensure public safety.
- b) Provide and maintain infrastructure necessary to ensure the safety of the public.
- c) Enhance the emergency management system to provide public safety during times of disaster.
- d) Assure the development of the City occurs in a fashion that maximizes public safety.
- e) Develop and implement effective community outreach services and programs to promote public safety.

### 2. Be a fiscally healthy community

#### Strategies:

- a) Expend fiscal resources responsibly.
- b) Analyze future fiscal needs and potential revenue opportunities.
- c) Provide appropriate reserves.
- d) Effectively manage and develop City assets.
- e) Create an environment to attract, retain and expand economic opportunities.

### 3. Enhance and promote quality of life in the community

#### Strategies:

- a) Refurbish, maintain, develop and/or expand public use places and spaces.
- b) Deliver high quality and safe recreational, social, environmental, educational and cultural services.
- c) Support and enhance attractive, diverse living environments.
- d) Maintain and improve multi-modal transportation throughout the City.
- e) Develop and strengthen collaborative partnerships to enhance and promote quality of life programs, projects, and services.

### 4. Provide outstanding public service

#### Strategies:

- a) Obtain, implement and evaluate public input into our services and programs.
- b) Provide facilities and services to meet customer expectations.
- c) Enhance technology to improve public accessibility to information and services.
- d) Foster an environment of leadership, teamwork and innovation.
- e) Attract, retain and develop quality employees.

### 5. Recognize, promote and preserve Orange's rich heritage

#### Strategies:

- a) Identify and develop information on areas of historic value.
- b) Expand and strengthen processes and practices related to protection and cultural resources.
- c) Increase activities, programs, and projects including partnerships with organizations sharing interest in Orange's unique history.
- d) Celebrate Orange's rich heritage.

# **Budget Process**

## UNDERSTANDING THE BUDGET

The City's Annual Budget document functions as a Policy Document, a Financial Plan, an Operations Guide and a Communications Tool. To satisfy these roles, the Budget includes the following components: the City Manager's Message, which serves as a policy statement; the financial worksheets, which detail the program revenues and expenditures and serves as the annual financial plan; and department goals, objectives and annual work plans, which serve as an operational plan and guide in allocating resources. The inclusion of these components ensures that the budget document is a comprehensive communication tool.

To understand the budget, it is important to know that the City budgets and accounts for revenues and expenditures in a number of different funds. The General Fund accounts for all financial resources, except for those required by law or mandate to be accounted for in a restricted fund. The General Fund provides for basic government services such as public safety, planning and building services, park maintenance and recreation services. The primary revenue sources for the General Fund are sales taxes, property taxes, vehicle license fees and various user fees.

Other funds that contribute to the Budget include Special Revenue Funds, from revenue sources that are legally restricted to expenditures for specific purposes. These include funds such as Proposition 172 for Public Safety, Measure "M2" funds for transportation, and Gas Tax funds for street maintenance and construction. Revenue from the City's water utility operation is the only Enterprise Fund of the City. Capital Improvement Funds are derived from a variety of grants and other revenue sources that are designated for infrastructure and other capital improvements. A complete listing and description of each of the City's funds is contained in the "Fund Descriptions" section of this document.

## THE BUDGET PROCESS

### BUDGET CALENDAR

The City of Orange operates on a fiscal year that starts July 1<sup>st</sup> and ends the following June 30<sup>th</sup>. The formal budget process for the upcoming fiscal year begins during November and culminates with the City Council's adoption of the budget in June.

In November, City Departments begin the planning process for Capital Improvement Projects and submit their initial Capital Improvement requests to the City Manager. During January, City Departments establish goals, service objectives, performance measurement criteria and work plans for the upcoming fiscal year. Initial revenue estimates are prepared. Departments meet with the City Manager to review Capital Improvement Project submittals. In February, departments prepare and submit their operating budget requests and meet with the City Manager to discuss these submittals.

During the months of March and April, the City Council conducts a series of at least three public study sessions on the budget. The first study session addresses Departments' goals, service objectives and work plans. The second study session is held jointly with the Planning, Traffic and Parks Commissions to review proposed Capital Improvement Projects. The third study session includes a review of estimated revenues, expenditures and fund balances. The proposed budget may be revised in response to feedback provided by the public or the City Council at these study sessions.

A public hearing is held during a Council Meeting in June in order for the City Council to receive final public comment prior to adopting the budget. The process culminates with the adoption of the budget during this Council Meeting in June. During any Council meeting after the adoption of the budget, the City Council may amend, supplement or revise the budget. A summary version of the City's budget calendar is included at the end of this "Budget Process" section.

## **OPERATING BUDGET**

The City's operating budget covers costs for the maintenance and operations needed to provide general City services and covers expenditures such as salaries and benefits, materials, supplies, professional services, capital outlay, allocated costs, etc. The Operating Budget does not include costs associated with Debt Service or Capital Improvement Projects. Revenues to fund the operating budget are primarily derived from sales taxes, property taxes, motor vehicle in lieu fees and user fees.

The first step in preparing the City's operating budget involves the establishment of goals, service objectives and work plans by each department for the upcoming year. Resources are allocated based on the goals, service objectives and work plans that are established as a result of this process.

Each Department is provided with a baseline budget allocation. Requests for funding over and above the baseline allocation may be submitted to the City Manager for consideration. The City allocates the costs of providing various citywide services to each department. Fleet Service costs (fuel, vehicle maintenance and vehicle replacement); Information Technology costs for both equipment and operations; costs for workers compensation; liability costs and General and Administrative overhead costs are allocated to Departments based on a variety of factors intended to reasonably approximate each department's portion of the City's total cost of providing the service.

During February and March, Department Heads meet with the City Manager to review their budget submittals. Revisions to their proposed budgets are made in March and the budget study sessions are held with the City Council in both March and April. The proposed budget may be revised in response to feedback provided by the public or the City Council at these study sessions.

Proposed budgets are finalized during the months of April and May. A public hearing is held in early June in order for the City Council to receive final public comment prior to adopting the budget. Once adopted, the budget becomes the authority for the expenditure of City funds. During any Council meeting after the adoption of the budget, the City Council may amend, supplement or revise the budget.

## **CAPITAL IMPROVEMENT BUDGET**

Along with the Operating Budget, the City prepares a plan of capital improvements that covers the upcoming seven-year period, referred to as the Capital Improvement Program (CIP). The CIP is a financial plan for the expenditure of funds which add to or improve the City's infrastructure or capital assets. CIP projects can be distinguished by one or more of the following characteristics:

- Project expenditures may span more than one fiscal year;
- Projects may require funding with debt because of the significant costs to be shared by current and future beneficiaries; and
- Projects may require systematic acquisitions over an extended period of time in order to implement major operating systems, to provide public programs or to ensure the replacement of certain equipment at regular, scheduled intervals.

Capital Improvement Program (CIP) projects include a variety of infrastructure or major building projects such as the rehabilitation of streets, highways, and/or intersections, the construction of new facilities or renovations and repairs to existing facilities. Major investments in technology (computer equipment, safety equipment, etc.) are also budgeted as a part of the CIP.

Budgets for CIP projects include the costs for staff to provide the engineering, design work, construction oversight, etc. needed to complete the project. The immediate and long-term costs to the operating budget that result from a CIP project is considered when proposing or designing CIP projects. Any operating cost increase resulting from the completion of a CIP project is included in the operating budget.

Funding for the CIP can come from various Restricted Funds or from transfers from the General Fund into the appropriate Capital Project Fund. The City also pursues numerous grant opportunities to fund the costs of capital improvements whenever possible.

The budget process for the CIP runs concurrent with the operating budget process. Budget study sessions and public hearings for the CIP may be held separately or in conjunction with those of the operating budget. The CIP is adopted by June 30<sup>th</sup> together with the operating budget and includes appropriations for the first of the seven-years covered by the CIP.



Although CIP projects frequently span two or more fiscal years, the estimated funding needed to complete the project is typically appropriated in the first year of the project. This ensures that funds needed to complete the project will be available once work on the project is started. Appropriations for CIP projects are generally carried over to the following fiscal year until the project has been completed. At any City Council meeting after the adoption of the CIP, the City Council may amend, supplement or revise the capital improvement project appropriations for the current fiscal year.

Additional information (Highlights and Funding Schedules) specific to the City's CIP is included in the Capital Improvements section of this document.

## **GANN APPROPRIATION LIMIT**

State Proposition 4, commonly known as the Gann Initiative, was approved by California voters in November 1979. Proposition 4 created Article XIIIB of the State Constitution, which places limits on the amount of revenue that can be spent by government agencies. This is referred to as the Gann Appropriation Limit or Gann Limit.

A subsequent related State initiative, Proposition 111, was approved by the voters in June 1990 and provided new adjustment formulas to make the Gann Limit more responsive to local growth issues and to address concerns regarding the accountability of local governments in adopting their limits. Prior to each fiscal year, city councils must adopt by resolution the Gann Appropriation Limit for the city for the upcoming year. In addition, cities are required to conduct a review of their limits during annual financial audits.

The appropriations limitation imposed by Propositions 4 and 111 creates a restriction on the amount of revenue that can be appropriated in any fiscal year. The limit is based on actual appropriations during the 1978-79 fiscal year and is increased each year using population and inflation growth factors. Only revenues that are classified as "proceeds of taxes" are subject to the limit. The use of "non-tax proceeds" (user fees, rental income, franchise fees, Gas Tax revenue) is not restricted.

During any fiscal year, a city may not appropriate any proceeds of taxes it receives in excess of its established limit. Excess funds received in any year may be carried into the subsequent year for use if the city is below its limit for that year. Any excess funds remaining after the second year would be required to be returned to local taxpayers by reducing tax rates or fees. As an alternative, a majority of the voters may approve an "override" to increase the city's appropriation limits.

The Gann Limit's appropriation restriction had little impact in the early 1980's as a result of the high rate of inflation during that period. Because the appropriation limit for most cities increased faster than actual revenue grew, cities were generally below their limits. This trend changed during the mid 1980's, as exemplified by the State of California's \$1.1 billion refund to taxpayers in 1987 when it collected revenues in

excess of its limit. The limit also served as the major barrier to increasing taxes on gasoline in the late 1980s. In recent years, the trend has reversed again for most cities. As the rate of revenue growth slows and the growth factors, especially population, increase at a steady rate, most cities, including Orange, are experiencing comfortable gaps between their appropriation limits and their actual appropriations.

The City of Orange's FY 13 Gann Appropriation Limit, as adopted by the City Council, is \$140,101,040. The appropriations subject to the Limit total \$76,460,443. Thus, for FY 13, the City of Orange is under its Appropriation Limit by \$63,640,597.

## **BASIS OF BUDGETING**

The City's annual budget is adopted by June 30<sup>th</sup> of each year on a basis consistent with generally accepted accounting principles for all governmental funds as defined below:

Governmental fund types use the flow of current financial resources and the modified accrual basis of accounting whereby revenues are recognized when they become both measurable and available to finance expenditures of the current period. Accrued revenues include property taxes, sales taxes and earnings on investments. The City considers property taxes and sales taxes as available if they are remitted within 60 days after year-end. Grants received before the related revenue recognition criteria have been met are reported as deferred revenues. Expenditures are recorded when the related fund liability is incurred, except that principal and interest on general long-term debt is recognized when due.

Proprietary fund types are accounted for on the flow of economic resources and use the "full" accrual basis of accounting. Generally, revenues are recognized when they are earned and become measurable; expenses are recognized when incurred, if measurable.

Encumbrance accounting, under which purchase orders, contracts and other expenditure commitments are recorded in order to reserve that portion of the applicable appropriation, is employed as an extension of formal budgetary integration in the General, Special Revenue, Debt Service and Capital Projects Funds. Encumbrances outstanding at year-end are reported as reservations of fund balances and do not constitute expenditures or liabilities. Open encumbrances and their appropriations automatically carryover to the subsequent year. Generally, unencumbered operating appropriations of the governmental funds automatically lapse at the end of the fiscal year. Operating appropriations may be carried over to the next fiscal year with the approval of the City Council. Appropriations for CIP projects are generally carried over to the following fiscal year until the project has been completed. The carryover of a CIP appropriation does not require Council authorization.

The City prepares a Comprehensive Annual Financial Report (CAFR) which reports the status of the City's finances on the basis of Generally Accepted Accounting Practices (GAAP). In most instances, this is consistent with the way in which the City prepares its budget. There are a few exceptions:

- Capital expenditures are recorded as an asset in the Enterprise Funds of the CAFR as opposed to an expenditure in the budget.
- Depreciation is recognized as an expense in the CAFR although it is not a budgeted expenditure.
- The short-term portion of compensated absences are accrued as a liability in the City's accounting records but recognized as a budgetary expenditure only when paid.
- Unrealized investment losses or gains are reported in the City's CAFR but not budgeted as either an expenditure or revenue.
- Principal payments on long-term debt are budgeted as expenditures rather than a reduction to a liability.
- Proceeds from the sale of assets are recognized as revenue in the City's budget, without any recognition of a gain or loss.
- Expenses for Internal Services are budgeted as expenditures in the Internal Service activities and again as allocated expenditures in the City's departments. In the CAFR, the City reports only the allocated expenditure.

## **BUDGETARY CONTROL**

Budgetary control is maintained at the fund level for operating expenditures and at the project and fund levels for capital projects. Department Heads may transfer appropriations between non-salary object classifications or programs within their operating departmental budget with the approval of the Finance Director. The City Manager's approval is required to transfer funds to or from salary accounts. All other transfers of appropriations, as well as any additional appropriations, require City Council approval.

## **BUDGET PERFORMANCE MONITORING AND REPORTING**

Department heads are responsible for monitoring their budgets throughout the year. Monthly reports on budget performance are distributed by the Finance Department to all departments. Periodically, staff will provide the City Manager and City Council with updates, issues and responses to any budget related questions and/or concerns. These reports may include the status of revenues, expenditures and goals and objectives relative to the adopted budget and the status of capital projects.

## FINANCE AND BUDGET POLICIES

### DEBT MANAGEMENT POLICIES

The City of Orange has been prudent in its use of debt to finance projects and major purchases. Prior to issuing any debt, the City considers several key factors. These factors include the availability of resources to repay the debt, the current and future impact on the taxpayers and the operations of the City.

Complete schedules detailing all debt obligations and the annual debt service requirements related to those obligations can be found in the “Debt Service” section of this document.

The City is bound by a provision in state law limiting indebtedness for cities to 15% of the assessed value of all real and personal property of the City. Based on an assessed value of \$16.2 billion, the City of Orange’s legal debt limit for 2011-2012 was \$2.43 billion. This statutory limitation applies to bonded indebtedness of the City payable from the proceeds of taxes levied on property. The City of Orange currently has no outstanding general obligation bonds.

In 1989, the City issued Certificates of Participation for the construction of the Police Facility. This debt is secured by lease payments made by the City. The lease payments are funded through police facility fees collected and a reimbursement from the Successor Agency. In 1998, the certificates were refinanced to take advantage of more favorable interest rates. The current debt outstanding on the certificates as of June 30, 2012 is \$2,865,000.

### RESERVE AND FUNDING POLICIES

- **General Fund Contingency Designation** – The City’s goal is to designate 25% of its General Fund operating expenditures as a catastrophic contingency to provide a reserve that can be used in the case of a catastrophic event or severe economic downturn. The Reserve for Catastrophic Contingencies is currently \$18,067,960. This equates to 20.4% of the adopted FY 13 General Fund operating budget. No increases or decreases are being recommended to this reserve at this time.
- **Water Fund Contingency Reserve** – The City Council adopted a similar policy for the City’s Water Operations Fund in order to ameliorate revenue fluctuations that result from varying weather conditions. The Water Operations Fund is projected to close the FY 13 with an available fund balance of \$5,014,560, which equates to 18.6% of the Fund’s operating expenditures.
- **Police Facility Certificates Of Participation (COP) Debt Service Reserve** – The annual debt service on the COP is ultimately an obligation of the General Fund. A reimbursement agreement is currently in effect that provides for reimbursement of the annual debt service to the General Fund from the Successor Agency. A portion of the

Debt Service is paid for by Police Development Impact Fees. This reserve has been established to provide available funds for approximately one year's worth of debt service on the COP in the event the Redevelopment Agency becomes financially unable to fund the reimbursement.

- **Vehicle Replacement Funding** – The City's practice is to charge allocations to each department using City vehicles. The allocation includes a factor for straight-line depreciation as well as an inflation factor, designed to provide for the increasing costs of replacement vehicles. The inflation factor component is evaluated periodically and adjusted based on factors such as the age of the City's fleet, vehicle price indexes and the Vehicle Replacement Fund's balance. Replacement funds are accumulated in an internal service fund for the future replacement of vehicles and miscellaneous rolling stock. This fund is projected to have an ending fund balance of \$8.7 million through 6/30/13.
- **Computer Replacement Funding** – The City has established a policy for the replacement of computer equipment. The goal is to fund an amount sufficient to replace all computer equipment at the end of its useful life through annual allocations. Funding is accomplished through an allocation to all non-general fund programs and a transfer from the General Fund to the Computer Replacement Fund to cover the General Fund component of the allocation and any additional needs.
- **Major Building Improvement Funding** – The City established a policy to fund major building improvements. Our goal is to fund an amount sufficient to pay for these improvements on an as-needed basis through annual allocations to all programs. Initially, however, this funding is being accomplished through transfers from the General Fund.
- **Employee Accrued Liability Funding** – The City has established a policy to fund payouts to employees, upon termination or retirement, of accrued leave. An annual charge is made to all departmental budgets based on 2% of actual payroll. These funds are set aside to cover payouts of accumulated accrued leave upon the termination or retirement of employees.

## OPERATING BUDGET POLICIES

- The City will strive to avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing expenditures, accruing future years' revenues, or rolling over short-term debt.
- Budgetary and accounting procedures will conform to Generally Accepted Accounting Principles (GAAP) for governmental agencies.
- Provisions will be made for adequate maintenance of capital plant and equipment and for their orderly replacement, within budgetary limits.
- Costs will be allocated to programs to cover administrative costs and the funding of future liabilities.

- The budget will provide for adequate funding of all retirement obligations in accordance with contractual commitments.
- The City will maintain a budgetary control system to help City staff adhere to the budget.
- The City will be held accountable for ensuring that department expenditures stay within budgeted appropriations.
- The City will periodically submit reports to the City Council comparing actual revenues and expenditures to budgeted appropriations, along with a written analysis.
- All requests for City Council action having a financial impact upon the City and/or its various funds shall be reviewed by the Director of Finance for approval prior to placing these requests on the Council's agenda.
- New and/or upgraded positions approved as part of the budgetary process shall be reviewed to determine the appropriateness of the assigned classification and compensation.
- The City will aggressively seek state, federal and other grants that may be available to the City.
- Enterprise funds will remain self-supporting for operating expenses and will receive no General Fund tax support.

## **PURCHASING POLICIES**

- Purchases will be made in accordance with all federal, state, and municipal requirements. If there are no specific requirements, purchases will be made in the best interest of the City.
- Purchases will be made in an impartial, economical, competitive and efficient manner.
- Purchases will be made from the lowest priced and most responsible vendor. Qualitative factors such as vendor reputation and financial condition will be considered, as well as price.
- Preference will be given to purchases of like quality to vendors who maintain a place of business within the City.

## **REVENUE POLICIES**

- The City will endeavor to maintain a diversified and stable revenue base to shelter it from short-term fluctuations in any single revenue source.
- The City will estimate City annual revenues by an objective, conservative, analytical process.
- The City will set fees and user charges for each enterprise operation at a level that fully supports the total direct and indirect costs of the activity. Indirect costs will include the cost of annual depreciation of capital assets.
- The City will calculate the full direct cost of activities supported by user fees and consider such information when establishing user charges.
- The City will strive to use non-recurring revenues only to fund non-recurring expenditures.

- The City will allocate interest earned on cash and investments of all Internal Service funds to the General Fund to provide an additional stable revenue source to the General Fund.

## **INVESTMENT POLICIES**

- City funds will be invested in a manner that will provide foremost for the safety of principal, while meeting the cash flow needs of the City and conforming to all statutes governing the investment of City funds.
- Investments will be made within the carefully defined parameters of the Statement of Investment Policy. Designed to establish a clear understanding of the objectives, policies and guidelines for the investment of the City's funds, and to provide guidance to investment staff, brokers and other advisors regarding the investment of City funds, the City's investment policy is even more stringent than requirements contained in the California Government Code.
- Each year, the City undergoes an external audit of the City's investments to be sure that investments are in complete compliance with the procedures and policies mandated by the Statement of Investment Policy.
- To further ensure the safety of public funds, the City utilizes an Investment Advisory Committee (IAC), comprised of citizens from the community with demonstrated experience in investing and finance. The IAC meets quarterly and reviews the City's investments for consistency with the City's investment policy of safety first, followed by liquidity and return. On an annual basis, the IAC reviews the Statement of Investment Policy and makes recommendations for any changes.
- The City Manager, City Finance Director and City Treasurer will work together on the Investment Oversight Committee (IOC). The IOC reports to and submits regular compliance reports to the City Council. Three monthly "Treasurer's Reports" are submitted to the City Council within 45 days following the end of the quarter. The Treasurer's Report includes a detailed listing of the City's investments along with return and benchmarking information.

## **RISK MANAGEMENT POLICIES**

- The City is to be protected to the maximum extent feasible against loss or liability, which would affect personnel, property, finances, or the ability of the City to continue to fulfill its responsibilities to the taxpaying public.
- Risk Management is the responsibility of all City Departments and employees.
- The City's Risk Manager works cooperatively with City Departments to limit the City's exposure to risks of loss related to torts, theft, damage or destruction of assets, errors and omissions, road and walkway design hazards, vehicle accidents and natural disasters.
- The City's Risk Manager provides training to City staff in prevention programs such as employee safety and hazard identification, and conducts ongoing risk assessments of all City facilities.
- The City maintains a Safety Committee to establish safety standards for the City and to recommend improvements in the City's overall safety program.



- The City works with groups, contractors, consultants and other companies doing business with the City to review and accept insurance (Professional Liability and/or General Liability) and surety bonds that will protect the City in instances of loss; the City obtains indemnification and hold harmless agreements where applicable.

# Fiscal Year 2012-13 Budget Preparation Calendar

## November 2011

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

## December 2011

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

## January 2012

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

## February 2012

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29			

## March 2012

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

## April 2012

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

## May 2012

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

## June 2012

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

- 11/23/11 CIP project sheets due to Public Works
- 12/16/11 Revised CIP project sheets distributed to Departments
- 1/4/12 Kickoff Instructions and Forms distributed
- 1/16/12 Data entry of Revenue Projections completed by Departments
- 1/25/12 Org. Chart and/or current Schedule of Positions corrections, if any, to Budget Officer
- 1/26/12 Approval of current Position Fixed Cost Listings due to Michelle
- 1/30/12 Data entry of target allowances to Eden Budget Worksheets completed
- 2/1/12 Department budget submittals due (2 to CM's office, 2 to Finance)
- 2/28/12 Tentative Council Study Session, No. 1
- 3/27/12 Tentative Council Study Session, No. 2
- 4/24/12 Tentative Council Study Session, No. 3
- 5/8/12 Tentative Council Study Session, No. 4
- 6/12/12 Targeted date for presentation of Budget to Council for adoption

# **Overview**

## HISTORICAL SUMMARY OF REVENUES AND EXPENDITURES BY FUND TYPE

	<u>Actual 2009/10</u>	<u>Actual 2010/11</u>	<u>Estimate 2011/12</u>	<u>Budget 2012/13</u>
<b><u>REVENUES</u></b>				
General Fund	78,794,808	83,274,125	85,826,601	88,566,671
Special Revenue	24,617,325	22,320,547	19,541,862	18,435,996
City Debt Service	783,388	1,001,410	1,001,885	999,590
Capital Projects	8,239,210	12,335,815	9,613,186	23,407,280
Enterprise	22,630,189	22,679,987	26,853,448	30,178,141
Internal Service	7,156,456	8,595,599	8,169,702	11,062,091
Redevelopment (Successor)	32,691,753	28,920,832	26,726,640	17,984,472
<b><u>Total Revenues</u></b>	<b><u>174,913,129</u></b>	<b><u>179,128,315</u></b>	<b><u>177,733,324</u></b>	<b><u>190,634,241</u></b>
<b><u>EXPENDITURES</u></b>				
General Fund	84,478,355	83,442,535	87,188,351	88,452,588
Special Revenue	22,178,591	22,784,680	24,315,382	19,267,978
City Debt Service	1,033,388	1,031,410	1,031,875	1,029,590
Capital Projects	12,227,650	23,598,980	3,755,743	23,830,379
Enterprise	25,389,645	25,207,259	28,748,389	30,307,958
Internal Service	13,148,379	11,030,913	11,658,788	12,458,221
Redevelopment (Successor)	35,757,312	43,308,937	26,109,615	20,018,490
<b><u>Total Expenditures</u></b>	<b><u>194,213,320</u></b>	<b><u>210,404,714</u></b>	<b><u>182,808,143</u></b>	<b><u>195,365,204</u></b>

## SCHEDULE OF CHANGES IN FUND BALANCE

Fund No.	Funds	Est. Available Fund Balance 6/30/2012	Transfers In	Transfers Out	Estimated Revenues	Estimated Expenditures	Estimated Fund Balance 6/30/2013
<b>GENERAL FUNDS</b>							
100	General Operating Fund	10,524,464	-	5,601,506	88,566,671	88,452,588	5,037,041
<b>TOTAL GENERAL FUNDS</b>		10,524,464	-	5,601,506	88,566,671	88,452,588	5,037,041
<b>SPECIAL REVENUE FUNDS</b>							
110	Building Records Management	412,225	-	-	49,976	54,748	407,453
120	Proposition 172	826,987	-	-	808,079	677,241	957,825
125	Emergency Transport Program	359,969	-	-	1,599,468	1,935,413	24,024
150	O.C.P.T. Building Maintenance	149,582	-	-	12,414	9,262	152,734
220	Sanitation and Sewer	5,623,288	-	-	4,809,178	5,362,579	5,069,887
222	Solid Waste Fund	(8,361)	-	-	-	-	(8,361)
245	Air Pollution Reduction	(16,614)	-	-	161,030	148,695	(4,279)
262	Traffic Improvement - Measure M	1,416,879	-	-	18,400	356,317	1,078,962
263	Traffic Improvement - Measure M2	2,315,081	-	-	2,450,814	2,679,955	2,085,940
270	Gas Tax Maintenance	647,845	-	-	1,363,014	1,666,016	344,843
271	Gas Tax Construction	134,420	-	-	131,951	363,810	(97,439)
272	Gas Tax - Proposition 111	4,802,710	-	-	2,414,732	1,497,900	5,719,542
273	County/O.C.T.A. Gas Tax	86,539	-	-	1,414,405	1,454,251	46,693
284	T.S.I.P. Area "B"	4,940,131	-	-	330,617	250,000	5,020,748
285	T.S.I.P. Area "C"	370,168	-	-	11,883	250,000	132,051
286	T.S.I.P. Area "D"	(46,235)	-	-	5,269	-	(40,966)
291	Santiago Hills Landscape District	511,476	-	-	582,618	573,115	520,979
293	Sycamore Crossing Landscape District	32,093	-	-	48,204	35,618	44,679
294	Del Rio Landscape Maint. District	441,880	-	-	124,824	108,000	458,704
310	C.D.B.G.	-	-	-	1,288,398	1,288,398	0
315	C.D.B.G. - Deferred Loan/Housing Rehab	53,737	-	-	374	-	54,111
316	Federal Rental Rehabilitation	139,898	-	-	2,066	-	141,964
317	H.O.M.E. Grant	(6,897)	-	-	311,413	304,516	0
320	California Parklands	118,568	-	-	1,752	-	120,320
340	Traffic Congestion Relief	951,953	-	-	28,103	-	980,056
350	Traffic Safety Grant	145,256	-	-	51,348	6,676	189,928
353	Federal Police Grants	(9,079)	-	-	-	546	(9,625)
354	A.B. 3229 - COPS/State	544,011	-	-	160,470	8,346	696,135
355-7	Asset Seizure-Federal	809,071	-	-	255,196	236,576	827,691
<b>TOTAL SPECIAL REVENUE FUNDS</b>		25,746,581	-	-	18,435,996	19,267,978	24,914,599
400	<b>CITY DEBT SERVICE FUND</b>	-	30,000	-	999,590	1,029,590	0
<b>CAPITAL PROJECT FUNDS</b>							
500	Capital Projects	3,218,615	1,500,000	95,000	-	457,625	4,165,990
510	Park Acquisition	1,372,406	-	-	258,055	-	1,630,461
511	Park Acquisition - Quimby	363,781	-	-	29,055	307,410	85,426
512	El Modena Park	94,098	-	-	18,845	-	112,943
520	Sewer Construction	59,088	-	-	6,542	3,000	62,630
530	Drainage District	4,861	-	-	786	-	5,647
540	Old Towne Parking Facility	226,710	-	-	24,314	7,184	243,840
550	Reimbursable Capital Projects	-	-	-	22,838,255	22,838,255	0
551	Grijalva Park Fund	53,699	-	-	793	-	54,492
555	Parking in Lieu	49,475	-	-	731	-	50,206
560	Fire Facilities Fees	2,541,058	-	-	169,936	210,000	2,500,994
570	Police Facilities Fees	41,671	-	30,000	37,522	6,905	42,288
573	Library Facility Fees	379,791	-	-	22,446	-	402,237
594	Serrano Heights CFD 91-2	-	-	-	-	-	0
596	Sycamore Crossing A.D. 95-1	28,614	-	-	-	-	28,614
597	Del Rio C.F.D. 06-1	7,060	-	-	-	-	7,060
<b>TOTAL CAPITAL PROJECT FUNDS</b>		8,440,925	1,500,000	125,000	23,407,280	23,830,379	9,392,826

## SCHEDULE OF CHANGES IN FUND BALANCE

Fund No.	Funds	Est. Available Fund Balance 6/30/2012	Transfers In	Transfers Out	Estimated Revenues	Estimated Expenditures	Estimated Fund Balance 6/30/2013
<b>ENTERPRISE FUNDS</b>							
600	Water Utility Operations	3,492,397	-	-	28,439,966	26,917,803	5,014,560
601	Water Capital Projects	2,800,000	-	-	1,738,175	3,390,155	1,148,020
<b>TOTAL ENTERPRISE FUNDS</b>		6,292,397	-	-	30,178,141	30,307,958	6,162,580
<b>INTERNAL SERVICE FUNDS</b>							
710	Equipment Expense	1,171,638	727,983	-	2,990,500	2,945,069	1,945,052
720	Equipment Replacement	6,921,463	785,735	-	1,136,712	137,642	8,706,268
725	Major Building Improvements	25,147	95,000	-	-	120,000	147
730	Self Insurance Worker's Compensation	74,522	-	-	2,211,715	2,753,849	(467,612)
740	Self Insurance Liability	2,742,819	1,164,851	-	1,771,325	1,815,445	3,863,550
752	Self Insurance Dental	25,949	-	-	487,680	414,471	99,158
760	Employee Accrued Liability	2,941,004	1,000,000	-	241,998	1,692,454	2,490,548
780	Information Systems Operations	264,927	-	-	1,733,491	1,929,291	69,127
790	Computer Replacement	654,157	422,937	-	488,670	650,000	915,764
<b>TOTAL INTERNAL SERVICE FUNDS</b>		14,821,624	4,196,506	-	11,062,091	12,458,221	17,622,000
<b>REDEVELOPMENT FUNDS</b>							
913	Housing Setaside Loans & Grants	2,067,208	-	-	26,033	71,000	2,022,241
914	Tustin Taxable Projects	1,114,563	-	-	-	35,369	1,079,194
916	Affordable Housing - New Construction	4,520,606	-	-	67,195	65,000	4,522,801
920	Obligation Retirement Fund	-	-	17,505,427	17,505,427	-	0
940	O.R.A. Merged Projects	11,203,827	6,937,759	-	385,817	6,937,759	11,589,644
941	O.R.A. Merged Housing	15,061,654	-	997,205	-	375,875	13,688,574
942	NW & SW Merged 2003 Taxable Bonds	1,580,443	-	-	-	-	1,580,443
943	NW & SW Merged 2003 Tax Exempt	1,006,210	-	-	-	-	1,006,210
944	NW & SW Merged 2008 Tax Exempt	8,527,404	-	-	-	5,500,000	3,027,404
987	O.R.A. Merged Debt Service	13,912,928	18,502,632	6,937,759	-	7,033,487	18,444,314
<b>TOTAL REDEVELOPMENT FUNDS</b>		58,994,843	25,440,391	25,440,391	17,984,472	20,018,490	56,960,825
<b>GRAND TOTAL ALL FUNDS</b>		<b>124,820,833</b>	<b>31,166,897</b>	<b>31,166,897</b>	<b>190,634,241</b>	<b>195,365,204</b>	<b>120,089,870</b>

**SCHEDULE OF TRANSFERS**

<u>FUND</u>	<u>FROM</u>	<u>FUND</u>	<u>TO</u>	<u>DESCRIPTION</u>	<u>AMOUNT</u>
100	General Fund	500	Capital Projects	Future Capital Projects	1,500,000
100	General Fund	720	Equip. Replacement Fund	Vehicle Replacements	785,735
100	General Fund	720	Equipment Expense Fund	Fuel for Citywide Vehicles	727,983
100	General Fund	740	Liability Fund	Citywide Liability Claims	1,164,851
100	General Fund	760	Employee Accrued Liability	Future PERS rate increase	1,000,000
100	General Fund	790	Computer Replacement	Replace Computer Equip.	422,937
500	General Fund Cap Improvmt	725	Major Bldg Improvements	Building Improvements	95,000
570	Police Facility Fees	400	City Debt Service Fund	Police Facility Debt Service	30,000
940	ORA Merged Projects	987	ORA Merged Debt Service	Pass Thru	17,505,427
941	ORA Merged Housing	987	ORA Merged Debt Service	20% Debt Service	997,205
987	ORA Merged Debt Service	940	ORA Merged Projects	Operations Cost	2,571,759
987	ORA Merged Debt Service	940	ORA Merged Projects	Capital Projects Transfer	4,366,000
<b><u>TOTAL TRANSFERS</u></b>					<b><u>31,166,897</u></b>



# **Revenues**

## GENERAL FUND REVENUES

Total General Fund revenues for FY 12-13 (FY 13) are projected to be \$88.6 million. Although this represents an increase of 3.2% or \$2.7 million over the FY 12 estimated revenue, we are cautious that any future growth in General Fund revenue will be modest over time due to slow recovery in the economy.

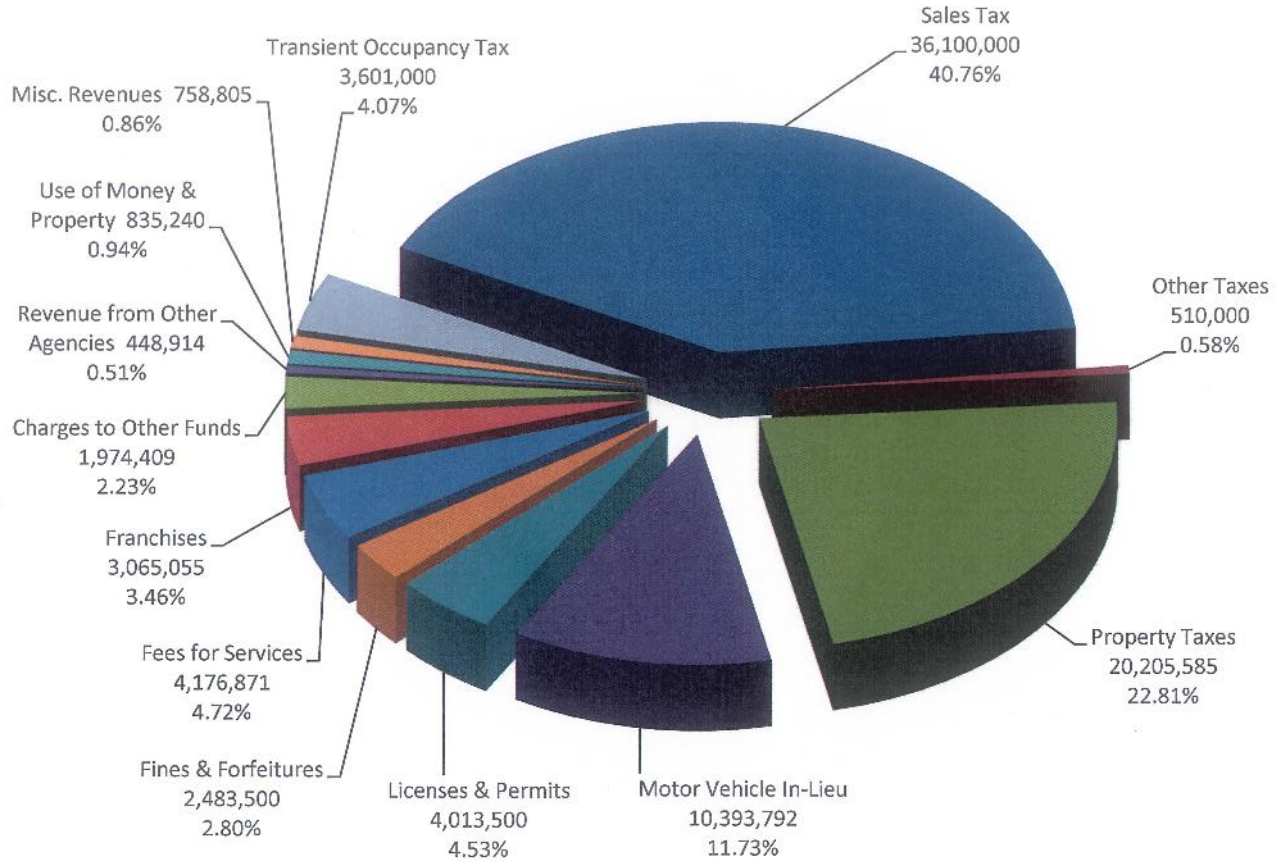
### GENERAL FUND REVENUES BY SOURCE

SOURCE OF REVENUE	ACTUAL 2010-11	ESTIMATE 2011-12	BUDGET 2012-13
Sales Tax	29,892,085	34,000,000	36,100,000
Property Tax	18,677,915	18,705,585	20,205,585
Transient Occupancy Tax	3,168,933	3,451,000	3,601,000
Other Taxes	478,959	500,000	510,000
Franchises	2,771,660	3,004,956	3,065,055
Licenses & Permits	3,797,382	4,016,720	4,013,500
Fines & Forfeitures	2,592,047	2,438,750	2,483,500
Use of Money & Property	1,522,052	1,259,791	835,240
Motor Vehicle In Lieu	10,903,030	10,393,792	10,393,792
Revenue from Other Agencies	712,502	579,179	448,914
Fees for Services	4,494,295	4,254,030	4,176,871
Miscellaneous Revenues	2,002,246	1,176,170	758,805
Inter-fund Revenue	<u>2,261,019</u>	<u>2,046,628</u>	<u>1,974,409</u>
<b>Total General Fund Revenue</b>	<b>83,274,125</b>	<b>85,826,601</b>	<b>88,566,671</b>

- Sales Tax** is the largest source of General Fund revenue. In FY 13 the City anticipates to receive \$2.1 million more in sales tax revenue than FY 12. This estimated increase is primarily the result of increases in auto sales and record high fuel prices that are expected to continue in the coming months. For FY 13, we are projecting a 6.2% increase, for a total of \$36.1 million in Sales Tax revenue.
- Property Tax** is the second largest source of General Fund revenue and is expected to be \$20.2 million, an increase of \$1,500,000 over FY 12 revenues. This projected increase is mainly due to the estimated property tax increment collected by the County of Orange for the Successor Agency, a portion of which will be “passed through” to the City.

- **Transient Occupancy Tax (TOT)** is anticipated to be \$3.6 million. This reflects an increase of \$150,000 or 4.3% over FY 12 due to more business and leisure travel resulting from a recovering economy.
- **Franchise Fees** from gas, electric, and cablevision utilities are projected to increase in FY 13 by approximately \$60,000 to \$3.1 million, an increase of 2%. This is primarily the result of increases in cablevision franchise revenue.
- **Licenses and Permits** are anticipated to remain flat during the upcoming fiscal year at \$4 million. Revenues from building related permits (building, electrical, plumbing, etc.) and business license revenues are expected to stay flat due to the impacts of the economic downturn.
- **Fines and Forfeitures** are expected to increase in FY 13 by 1.8% to an estimated \$2.5 million. Fluctuations in revenues from fines and forfeitures are very difficult to predict and staff conservatively estimates this source of revenue based on historical trend analysis.
- **Use of Money and Property** is anticipated to be approximately \$835,000, which is \$425,000 (33.7%) less than the FY 12 revenue estimate. A portion of this decrease is due to the dissolution of the Redevelopment Agency resulting in the possible elimination of the downtown parking lot loan payments to the City. Another portion of the reduction in the FY13 revenue estimate is the result of lower interest rates which are expected to continue into the upcoming year. Average portfolio rate of return for FY 13 is estimated at 1.02%. Finally the portfolio will decrease dramatically once the Successor Agency is forced to turn over its former redevelopment agency fund balances to the County.
- **Motor Vehicle in Lieu** is anticipated to stay the same in FY 13, at an estimated \$10.4 million.
- **Fees for Services** are projected to remain stable, decreasing slightly by approximately \$77,000 or 1.8% to \$4.2 million.
- **Miscellaneous Revenues** include unanticipated, non-repetitive revenues that are difficult to project and that vary significantly from year to year. Estimated miscellaneous revenues for FY 13 are estimated at approximately \$758,000, a decrease of \$417,365 or 35.5% compared to FY 12.

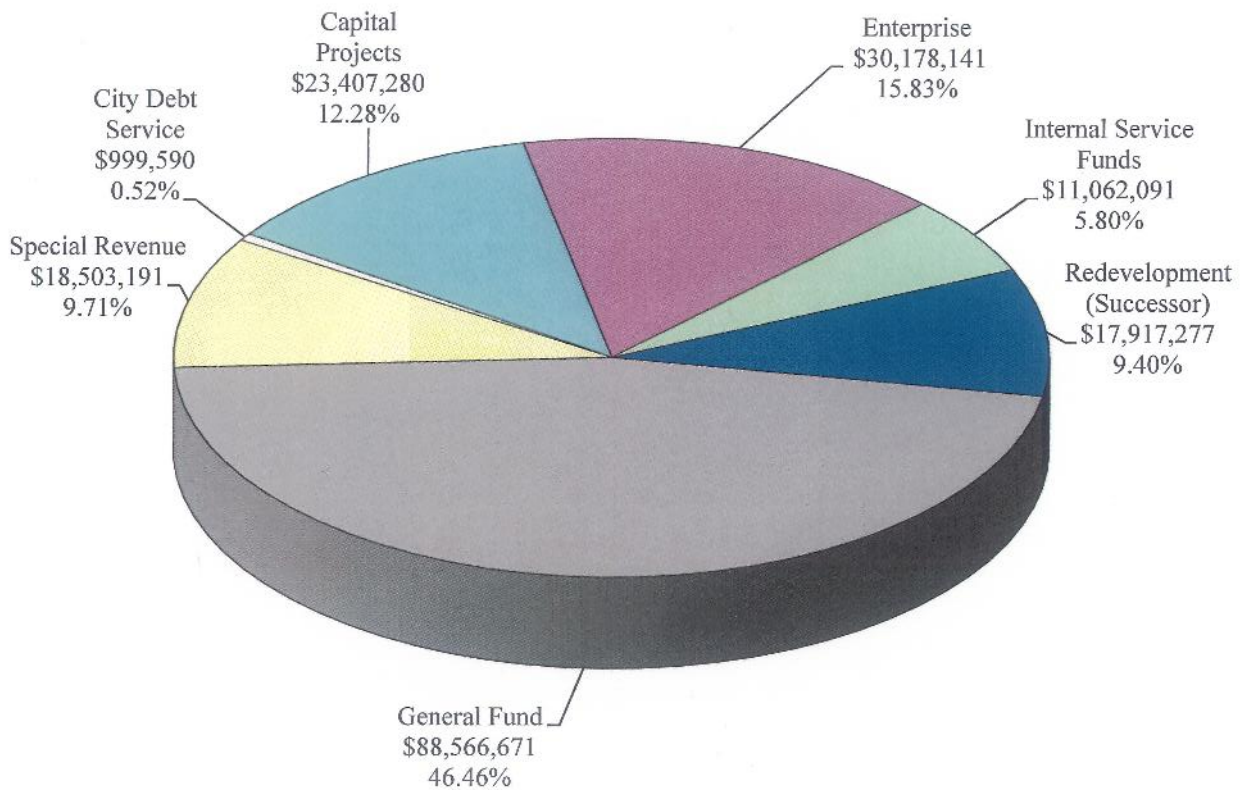
## GENERAL FUND REVENUES BY FUNDING SOURCE



## REVENUES FROM ALL FUNDS

The City anticipates an estimated \$190,634,241 will be received from all funds for FY 13. Detailed revenue schedules are included in this section listing revenues by fund, by fund category, and in detail.

### ALL FUNDS REVENUES BY CATEGORY



## **HISTORICAL SCHEDULE OF REVENUE SOURCES** **BY FUND TYPE AND CATEGORY**

	<u>Actual 2009/10</u>	<u>Actual 2010/11</u>	<u>Estimate 2011/12</u>	<u>Budget 2012/13</u>
<b><u>GENERAL FUND</u></b>				
Taxes	48,214,321	52,217,892	56,656,585	60,416,585
Franchises	2,545,448	2,771,660	3,004,956	3,065,055
Licenses & Permits	3,745,088	3,797,382	4,016,720	4,013,500
Fines & Forfeitures	2,454,600	2,592,047	2,438,750	2,483,500
Use of Money & Property	1,558,708	1,522,052	1,259,791	835,240
Revenue from Other Agencies	11,176,164	11,615,532	10,972,971	10,842,706
Fees for Services	4,325,486	4,494,295	4,254,030	4,176,871
Miscellaneous Revenues	2,548,596	2,002,246	1,176,170	758,805
Interfund Revenue	2,226,397	2,261,019	2,046,628	1,974,409
	<u><b>78,794,808</b></u>	<u><b>83,274,125</b></u>	<u><b>85,826,601</b></u>	<u><b>88,566,671</b></u>
<b><u>SPECIAL REVENUE FUNDS</u></b>				
Taxes	3,114,730	3,118,972	3,629,962	3,788,560
Licenses & Permits	-	1,325	-	-
Fines & Forfeitures	96,374	57,281	58,000	58,000
Use of Money & Property	876,435	711,843	693,298	667,395
Revenue from Other Agencies	8,826,659	7,484,280	8,281,814	7,164,727
Fees for Services	11,085,439	10,445,031	6,366,034	6,398,509
Miscellaneous Revenues	704,241	567,113	579,566	426,000
	<u><b>24,703,878</b></u>	<u><b>22,385,845</b></u>	<u><b>19,608,674</b></u>	<u><b>18,503,191</b></u>
<b><u>CITY DEBT SERVICE FUND</u></b>				
Miscellaneous Revenues	783,388	1,001,410	1,001,875	999,590
	<u><b>783,388</b></u>	<u><b>1,001,410</b></u>	<u><b>1,001,875</b></u>	<u><b>999,590</b></u>
<b><u>CAPITAL PROJECTS FUNDS</u></b>				
Licenses & Permits	595,597	60,174	650,000	267,000
Use of Money & Property	187,938	148,309	123,207	109,381
Revenue from Other Agencies	6,793,777	7,901,688	8,705,979	22,838,255
Fees for Services	357,898	4,225,544	134,000	192,644
Miscellaneous Revenues	304,000	100	-	-
	<u><b>8,239,210</b></u>	<u><b>12,335,815</b></u>	<u><b>9,613,186</b></u>	<u><b>23,407,280</b></u>

**HISTORICAL SCHEDULE OF REVENUE SOURCES**  
**BY FUND TYPE AND CATEGORY**

	<u>Actual</u> <u>2009/10</u>	<u>Actual</u> <u>2010/11</u>	<u>Estimate</u> <u>2011/12</u>	<u>Budget</u> <u>2012/13</u>
<b><u>ENTERPRISE FUNDS</u></b>				
Fines & Forfeitures	26,655	58,250	4,799	-
Use of Money & Property	278,497	138,473	148,538	145,699
Fees for Services	147,393	231,523	115,000	152,900
Miscellaneous Revenues	44,220	229,746	206,950	208,300
Interfund Revenue	345,129	334,084	323,311	146,426
Water Charges for Services	21,788,295	21,687,911	26,054,850	29,524,816
	<u>22,630,189</u>	<u>22,679,987</u>	<u>26,853,448</u>	<u>30,178,141</u>
<b><u>INTERNAL SERVICE FUNDS</u></b>				
Fees for Services	-	603	255	-
Miscellaneous Revenues	136,436	242,123	97,270	-
Interfund Revenue	7,020,020	8,352,873	8,072,177	11,062,091
	<u>7,156,456</u>	<u>8,595,599</u>	<u>8,169,702</u>	<u>11,062,091</u>
<b><u>REDEVELOPMENT (SUCCESSOR) FUNDS</u></b>				
Taxes	30,543,384	26,955,002	25,326,699	-
Use of Money & Property	1,995,658	1,576,742	1,280,664	411,850
Revenue from Other Agencies	-	255,555	34,028	17,505,427
Fees for Services	28,954	28,780	12,042	-
Miscellaneous Revenues	37,204	39,455	6,405	-
	<u>32,605,200</u>	<u>28,855,534</u>	<u>26,659,838</u>	<u>17,917,277</u>
<b>GRAND TOTAL</b>	<b>174,913,129</b>	<b>179,128,315</b>	<b>177,733,324</b>	<b>190,634,241</b>

## HISTORICAL SCHEDULE OF REVENUE SOURCES BY FUND

### TYPE AND FUND

	<u>Actual 2009/10</u>	<u>Actual 2010/11</u>	<u>Estimate 2011/12</u>	<u>Budget 2012/13</u>
<b><u>GENERAL FUND</u></b>				
General Fund - 100	78,794,808	83,274,125	85,826,601	88,566,671
<b><u>Total General Fund</u></b>	<b><u>78,794,808</u></b>	<b><u>83,274,125</u></b>	<b><u>85,826,601</u></b>	<b><u>88,566,671</u></b>
<b><u>SPECIAL REVENUE FUNDS</u></b>				
Building Records Management Fund - 110	51,338	49,980	51,942	49,976
Proposition 172 Fund - 120	695,096	789,812	784,825	808,079
Emergency Transport Program Fund - 125	1,595,187	1,541,498	1,509,260	1,599,468
OCPT Building Maintenance Fund - 150	11,113	11,415	12,401	12,414
Sanitation and Sewer Fund - 220	4,969,583	5,057,182	4,864,551	4,809,178
Solid Waste Fund - 222	4,497,969	3,971,602	128,352	-
Air Pollution Reduction Fund - 245	164,297	157,181	161,030	161,030
Traffic Improvement - Measure M Fund - 262	1,766,894	1,700,331	18,400	18,400
Traffic Improvement - Measure M2 Fund - 263	-	-	2,315,081	2,450,814
Gas Tax Maintenance Fund - 270	1,496,262	1,319,574	1,369,235	1,363,014
Gas Tax Construction Fund - 271	146,043	129,905	130,911	131,951
Gas Tax - Proposition 111 Fund - 272	1,172,438	2,218,684	2,377,439	2,414,732
County/OCTA Gas Tax Fund - 273	1,458,758	1,471,707	1,420,480	1,414,405
TSIP Area "B" Fund - 284	311,562	302,553	230,870	330,617
TSIP Area "C" Fund - 285	22,347	26,892	6,159	11,883
TSIP Fund - 286	176,367	24,977	6,024	5,269
Santiago Hills Lndscpe Maint District Fund - 291	612,050	582,594	582,581	582,618
Sycamore Crossing Lndscpe Maint District Fund - 293	47,588	48,244	48,203	48,204
Del Rio Landscape Maintenance District Fund - 294	189,351	125,364	124,796	124,824
CDBG/HOME - Funds 310-318	1,330,872	1,439,816	2,691,785	1,602,251
California Parklands - 320	-	400,138	1,742	1,752
Traffic Congestion Relief - 340	3,397,136	410,927	27,943	28,103
Traffic Safety Grant - 350	77,205	70,758	81,340	51,348
Federal Police Grants - 353	107,041	7,264	34,452	-
AB 3229 COPS/State Grant Fund - 354	112,352	139,956	160,468	160,470
Asset Seizure Funds - 355-357	208,476	322,193	401,592	255,196
Affordable Housing - New Construction - 916	86,553	65,298	66,812	67,195
<b><u>Total Special Revenue Funds</u></b>	<b><u>24,703,878</u></b>	<b><u>22,385,845</u></b>	<b><u>19,608,674</u></b>	<b><u>18,503,191</u></b>
<b><u>CITY DEBT SERVICE FUND</u></b>				
City Debt Service Fund - 400	783,388	1,001,410	1,001,885	999,590
<b><u>Total City Debt Service Fund</u></b>	<b><u>783,388</u></b>	<b><u>1,001,410</u></b>	<b><u>1,001,885</u></b>	<b><u>999,590</u></b>
<b><u>CAPITAL PROJECTS FUNDS</u></b>				
Capital Projects - 500	304,000	100	-	-
Park Acquisition and Development Fund - 510-512	682,599	125,222	688,719	305,955
Sewer Construction Fund - 520	9,474	59,682	4,528	6,542
Storm Drain Fund - 530	4,192	3,162	782	786
Old Towne Parking Facility Fund - 540	18,954	16,266	24,289	24,314
Reimbursable Capital Projects Fund - 550	6,797,821	11,409,288	8,705,979	22,838,255



## HISTORICAL SCHEDULE OF REVENUE SOURCES BY FUND TYPE AND FUND

	Actual 2009/10	Actual 2010/11	Estimate 2011/12	Budget 2012/13
<b><u>CAPITAL PROJECTS FUNDS (Cont.)</u></b>				
County Parks Fund - 551	1,326	771	789	793
Parking in Lieu Fund - 555	941	710	727	731
Fire Facility Fees Fund - 560	159,042	626,415	98,205	169,936
Police Facility Fees Fund - 570	89,068	69,488	35,221	37,522
Library Facility Fees - 573	171,793	23,894	47,704	22,446
Del Rio CFD 06-1 Fund - 597	-	817	6,243	-
	<b><u>8,239,210</u></b>	<b><u>12,335,815</u></b>	<b><u>9,613,186</u></b>	<b><u>23,407,280</u></b>
<b><u>ENTERPRISE FUNDS</u></b>				
Water Utility Operations Fund - 600	20,712,941	22,588,748	26,749,556	28,439,966
Water Capital Projects Fund - 601	1,917,248	91,239	103,892	1,738,175
	<b><u>22,630,189</u></b>	<b><u>22,679,987</u></b>	<b><u>26,853,448</u></b>	<b><u>30,178,141</u></b>
<b><u>INTERNAL SERVICE FUNDS</u></b>				
Equipment Expense Fund - 710	3,038,983	2,983,723	2,789,773	2,990,500
Equipment Replacement Fund - 720	-	580	821,315	1,136,712
Major Building Improvements Fund - 725	-	-	255	-
Self Insurance - Worker's Compensation - 730	41,578	1,331,643	1,249,040	2,211,715
Self Insurance - Liability - 740	1,009,204	1,810,762	890,968	1,771,325
Self Insurance - Dental - 752	374,549	482,937	499,112	487,680
Employee Accrued Liability - 760	815,886	109,630	83,908	241,998
Information Systems Operations Fund - 780	1,876,256	1,876,256	1,773,683	1,733,491
Computer Replacement Fund - 790	-	68	61,648	488,670
	<b><u>7,156,456</u></b>	<b><u>8,595,599</u></b>	<b><u>8,169,702</u></b>	<b><u>11,062,091</u></b>
<b><u>REDEVELOPMENT (SUCCESSOR) FUNDS</u></b>				
Housing Setaside Loans & Grants Fund - 913	94,968	91,951	120,735	26,033
Tustin Taxable Projects Fund - 914	44,419	30,459	12,009	-
County Revenue - RORF Fund - 920	-	-	-	17,505,427
ORA Merged Projects - 940	543,151	850,748	674,303	385,817
ORA Merged Housing - 941	6,397,275	5,644,022	5,208,208	-
NW & SW Merged 2003 Taxable Bonds - 942	50,234	26,529	17,138	-
NW & SW Merged 2003 Tax Exempt Bonds - 943	22,709	16,363	11,482	-
NW & SW Merged 2008 Tax Exempt Bonds - 944	528,619	324,613	186,917	-
ORA Merged Debt Service - 987	24,923,825	21,870,849	20,429,036	-
	<b><u>32,605,200</u></b>	<b><u>28,855,534</u></b>	<b><u>26,659,828</u></b>	<b><u>17,917,277</u></b>
<b><u>GRAND TOTAL</u></b>	<b><u>174,913,129</u></b>	<b><u>179,128,315</u></b>	<b><u>177,733,324</u></b>	<b><u>190,634,241</u></b>

## SCHEDULE OF REVENUE SOURCES - DETAIL GENERAL FUND

	<u>Actual 2009/10</u>	<u>Actual 2010/11</u>	<u>Estimate 2011/12</u>	<u>Budget 2012/13</u>	
<b><u>General Fund - 100</u></b>					
<b><u>Taxes</u></b>					
40111	Current Secured	16,645,619	16,792,006	17,132,338	17,132,300
40112	Current Unsecured	712,296	711,174	661,000	661,000
40113	Current Supplemental	257,691	227,614	120,500	200,500
40114	Homeowners Property Tax Relief	153,737	205,961	212,600	212,600
40115	Property Tax Increment Pass Through	-	177,290	177,257	1,500,000
40121	Prior Year Secured	761,141	513,580	350,000	447,295
40122	Prior Year Unsecured	20,344	8,923	9,200	9,200
40123	Prior Year Supplemental	74,197	41,367	42,690	42,690
40510	Sales Tax	26,306,409	29,892,085	34,000,000	36,100,000
40610	Transient Occupancy Tax	2,724,639	3,168,653	3,450,000	3,600,000
40611	Penalties on Transient Occupancy Tax	(728)	280	1,000	1,000
40620	Real Property Transfer Tax	558,976	478,959	500,000	510,000
	<b><u>Total Taxes</u></b>	<b><u>48,214,321</u></b>	<b><u>52,217,892</u></b>	<b><u>56,656,585</u></b>	<b><u>60,416,585</u></b>
<b><u>Franchises</u></b>					
41110	The Gas Company	293,667	335,675	360,000	367,200
41120	Southern California Edison	841,303	812,334	830,000	846,600
41130	Time Warner Cable	1,092,592	1,077,135	1,080,000	1,101,600
41140	ATT Cable Franchise	232,796	325,504	350,000	357,000
41150	Franchise - Other	82,468	74,866	93,756	95,631
41160	PEG from Cable Franchises	2,622	146,146	291,200	297,024
	<b><u>Total Franchises</u></b>	<b><u>2,545,448</u></b>	<b><u>2,771,660</u></b>	<b><u>3,004,956</u></b>	<b><u>3,065,055</u></b>
<b><u>Licenses &amp; Permits</u></b>					
42110	Business Licenses	2,302,673	2,350,479	2,350,000	2,350,000
42120	Bicycle Licenses	204	216	200	200
42210	Building Permits	586,193	654,924	800,000	800,000
42220	Plumbing Permits	80,203	57,836	81,000	81,000
42230	Electrical Permits	146,090	145,364	170,000	170,000
42235	Mechanical Permits	106,286	94,473	130,000	130,000
42240	Banner and Temporary Sign Permits	7,380	8,590	6,000	6,000
42260	Sewer Permits (Building)	33,531	36,516	30,000	30,000
42270	Grading Permits	710	1,460	1,000	1,000
42280	DPW Special Permits	29,117	36,454	30,000	30,000
42281	Outdoor Dining Permits	8,895	5,615	10,000	5,000
42285	Enroachment Permits	24,096	21,617	20,000	22,000
42410	Parking Permits	8,970	4,425	4,100	3,000
42430	State SMIP Permit Fees	303	732	3,000	3,000

## SCHEDULE OF REVENUE SOURCES - DETAIL GENERAL FUND

	<u>Actual 2009/10</u>	<u>Actual 2010/11</u>	<u>Estimate 2011/12</u>	<u>Budget 2012/13</u>
<b><u>Licenses &amp; Permits (Cont.)</u></b>				
42435 SB 1473 Green Billing Fee - California	332	423	1,500	1,500
42440 Annual Fire Permit Fees	394,799	324,004	350,000	350,000
42450 Underground Tank Permit Fees	15,306	31,198	29,920	30,800
42480 User Group Maintenance Fees	-	23,056	-	-
<b><u>Total Licenses &amp; Permits</u></b>	<b><u>3,745,088</u></b>	<b><u>3,797,382</u></b>	<b><u>4,016,720</u></b>	<b><u>4,013,500</u></b>
<b><u>Fines &amp; Forfeitures</u></b>				
43110 Vehicle Code Fines	859,712	844,741	850,000	850,000
43116 Delinquent Penalties	164,156	161,895	156,000	156,000
43210 Fines - City Ordinances	1,279,001	1,472,713	1,356,250	1,400,000
43215 Penalties & Forfeitures	37,174	19,148	-	-
43410 Library Fines	114,557	93,550	76,500	77,500
<b><u>Total Fines &amp; Forfeitures</u></b>	<b><u>2,454,600</u></b>	<b><u>2,592,047</u></b>	<b><u>2,438,750</u></b>	<b><u>2,483,500</u></b>
<b><u>Use of Money &amp; Property</u></b>				
44100 Principal Repayments	-	(1)	-	-
44110 Interest on Investments	1,249,279	762,274	651,767	583,703
44120 Interest on Tax Collections	13,430	7,651	8,000	8,000
44140 Interest Earned-Interfund Loans	52,379	525,776	358,477	-
44210 Rents & Concessions	167,518	193,643	178,647	180,637
44212 Cell Phone Tower Rental Revenue	76,102	32,709	62,900	62,900
<b><u>Total Interest Earnings</u></b>	<b><u>1,558,708</u></b>	<b><u>1,522,052</u></b>	<b><u>1,259,791</u></b>	<b><u>835,240</u></b>
<b><u>Revenue From Other Agencies</u></b>				
45150 Federal Grant Revenue	50,476	33,334	2,950	-
45210 State Motor Vehicle in Lieu	10,817,690	10,903,030	10,393,792	10,393,792
4528x State Library Subventions	4,162	6,395	3,669	-
45290 State Grant Funds	139,205	211,427	176,224	55,000
45330 State Reimbursement - Mandated Costs	38,801	124,665	55,000	55,000
45491 County Theo Lacy Agreement	-	213,699	250,000	250,000
45495 Other Grant Revenue	125,830	122,982	91,336	88,914
<b><u>Total Revenue From Other Agencies</u></b>	<b><u>11,176,164</u></b>	<b><u>11,615,532</u></b>	<b><u>10,972,971</u></b>	<b><u>10,842,706</u></b>

## SCHEDULE OF REVENUE SOURCES - DETAIL

### GENERAL FUND

		<u>Actual</u> <u>2009/10</u>	<u>Actual</u> <u>2010/11</u>	<u>Estimate</u> <u>2011/12</u>	<u>Budget</u> <u>2012/13</u>
<b><u>Fees for Services</u></b>					
46110	Zoning Change Fees	968	1,092	1,000	1,000
46111	Zone Clearance (Counter Review)	29,550	30,120	30,000	30,000
46130	Development Related Services	328,153	279,221	151,600	150,000
46140	Non-deposit Based Application Fees	479	3,286	2,000	2,000
46150	Plan Checking Fees (Building)	279,440	409,577	400,000	350,000
46151	Security Plan Check Fees	10,266	3,213	2,500	2,500
46260	Mills Act Fees	12,385	18,670	9,000	9,000
46310	Plan Checking Fees (Public Works)	3,128	5,060	5,000	5,000
46320	Encroachment Inspection Fee	34,142	39,123	30,000	30,000
46420	Weed and Lot Cleaning	-	-	-	5,000
46425	Outdoor Dining/Sidewalk Cleaning	2,895	-	3,500	-
46520	Aquatics	96,706	51,258	95,092	95,092
46530	Recreation Events	82,461	104,587	115,937	125,166
46531	Summer Playground - Recreation Activities	62,743	60,121	71,727	71,727
46540	Recreation Classes	438,665	548,502	504,581	613,762
46620	Police Department Services	241	-	-	-
46621	Massage Processing Fee	10,435	140	490	-
46622	ABC License Fee	13,633	14,400	19,200	15,000
46630	Alarm Services	35,101	43,684	(910)	-
46670	Police Tow Release Charge	39,400	35,250	40,000	35,000
46671	Private Property Impound Fees	12,634	16,450	12,000	18,000
46680	Abandoned Vehicle Reimbursement	233,134	189,827	200,000	-
46690	False Alarms	97,082	83,308	87,000	90,000
46711	Paramedic Enrollment	507,455	481,326	510,000	510,000
46712	Paramedic Direct Fees	909,026	970,094	858,945	910,677
46713	Medical Supplies Charges	103,889	100,264	98,165	104,069
46720	Plan Review-Construction Inspection	73,051	83,585	90,000	70,000
46730	Safety/Hazard Permits	3,779	4,389	3,000	3,800
46740	Report Fees	92,388	90,138	90,550	90,700
46760	Fire Investigations (Restitution)	11,265	335	1,000	4,000
46761	Small Spill	2,109	1,864	1,000	4,000
46772	Hazardous Materials Disclosure	135,651	185,622	170,503	170,503
46790	Other Fire Services	1,060	1,355	1,200	1,200
46810	Non-Compliance Fee	42,341	50,535	50,000	50,000
46820	New Processing Fee	173,722	148,128	180,000	190,000
46830	Renewal Processing Fee	361,595	366,459	350,000	350,000
46911	Library Local History Fees	721	552	150	100
46920	Witness Fees	7,250	6,632	4,200	4,200
46930	Filing & Certification Fees	269	198	275	275
46935	Passport Processing Fee	33,225	26,800	25,000	25,000
46936	Passport Photo Fee	9,010	7,450	5,500	5,500
46940	Plans & Specification Charges	2,243	849	1,025	800
46950	Appeals (City Council & Planning Comm)	-	-	1,000	1,000
46955	Other Charges for Services	31,796	30,831	32,800	32,800
<b><u>Total Fees for Services</u></b>		<u>4,325,486</u>	<u>4,494,295</u>	<u>4,254,030</u>	<u>4,176,871</u>

## SCHEDULE OF REVENUE SOURCES - DETAIL GENERAL FUND

		<u>Actual</u> <u>2009/10</u>	<u>Actual</u> <u>2010/11</u>	<u>Estimate</u> <u>2011/12</u>	<u>Budget</u> <u>2012/13</u>
<b><u>Miscellaneous Revenue</u></b>					
48110	Sale of Real & Personal Property	1,297,853	857,304	276,535	-
48130	Sale of Junk & Waste	34	2,131	2,000	-
48140	Sale of Maps, Documents, Copies	20,438	23,297	17,300	17,100
48210	Expense Reimbursements	397,823	409,258	458,554	382,505
48212	Reimbursement from O.E.S.	270,528	17,605	14,000	30,000
48221	Reimbursement - P.O.S.T. Salaries	24,463	19,534	25,000	15,000
48250	Reimbursement - Street Fair	151,652	147,259	163,617	180,000
48265	Reimbursement - Postage	2,937	2,730	2,500	2,500
48280	Reimbursement - Assess Dist Admin	7,368	4,082	-	-
48282	General Plan Amendment Update Surcharge	28,837	40,704	45,000	45,000
48350	Cash Overages/Shortages	(31)	(78)	5	-
48363	Restitution	3,684	8,160	10,295	5,000
48365	Miscellaneous Rebates	4,851	13,335	4,500	-
48380	Other Miscellaneous Revenue	28,450	114,048	18,536	20,300
48382	Library Pre-Paid Card	29,280	26,684	20,900	21,900
48390	Donations	271,762	306,791	112,928	35,000
48420	Filming Productions	8,667	9,402	4,500	4,500
<b><u>Total Miscellaneous Revenue</u></b>		<b><u>2,548,596</u></b>	<b><u>2,002,246</u></b>	<b><u>1,176,170</u></b>	<b><u>758,805</u></b>
<b><u>Interfund Revenue</u></b>					
49031	G & A Admin - G.O. Funds	2,226,397	2,261,019	2,046,628	1,974,409
<b><u>Total Interfund Revenue</u></b>		<b><u>2,226,397</u></b>	<b><u>2,261,019</u></b>	<b><u>2,046,628</u></b>	<b><u>1,974,409</u></b>
<b><u>TOTAL GENERAL FUND</u></b>		<b><u>78,794,808</u></b>	<b><u>83,274,125</u></b>	<b><u>85,826,601</u></b>	<b><u>88,566,671</u></b>

## SCHEDULE OF REVENUE SOURCES - DETAIL SPECIAL REVENUE FUNDS

	<u>Actual 2009/10</u>	<u>Actual 2010/11</u>	<u>Estimate 2011/12</u>	<u>Budget 2012/13</u>
<b><u>Building Records Mgt. Fund - 110</u></b>				
44110 Interest on Investments	7,290	6,258	5,942	5,976
48170 Building Records Mgt. Fee	44,048	43,722	46,000	44,000
<b><u>Total Building Records Mgt.</u></b>	<b><u>51,338</u></b>	<b><u>49,980</u></b>	<b><u>51,942</u></b>	<b><u>49,976</u></b>
<b><u>Proposition 172 Fund - 120</u></b>				
40510 Sales Tax	688,412	783,923	775,300	798,500
44110 Interest on Investments	6,684	5,889	9,525	9,579
<b><u>Total Proposition 172</u></b>	<b><u>695,096</u></b>	<b><u>789,812</u></b>	<b><u>784,825</u></b>	<b><u>808,079</u></b>
<b><u>EMT Transport Fund - 125</u></b>				
44110 Interest on Investments	19,520	12,477	12,242	12,313
46780 EMT Transportation	1,575,667	1,529,021	1,497,018	1,587,155
<b><u>Total EMT Transport</u></b>	<b><u>1,595,187</u></b>	<b><u>1,541,498</u></b>	<b><u>1,509,260</u></b>	<b><u>1,599,468</u></b>
<b><u>OCPT Building Maintenance Fund - 150</u></b>				
44110 Interest on Investments	2,613	2,065	2,201	2,214
44210 Rents & Concessions	8,500	9,350	10,200	10,200
<b><u>Total OCPT Building Maintenance</u></b>	<b><u>11,113</u></b>	<b><u>11,415</u></b>	<b><u>12,401</u></b>	<b><u>12,414</u></b>
<b><u>Sanitation and Sewer Fund - 220</u></b>				
42280 Special Permits	-	1,325	-	-
43116 Delinquent Penalty	56,976	57,281	58,000	58,000
44110 Interest on Investments	158,832	117,068	120,054	120,742
45290 State Grant Funds	17,482	156,009	90,486	35,925
4613x Development Related Services	11,884	9,085	22,500	14,000
46470 City Sanitation Services	1,021	1,075	1,200	1,200
46480 Stormwater/Environmental Compliance	1,329,630	1,290,511	1,300,000	1,300,000
46481 Street Sweeping	1,337,014	1,297,902	1,300,000	1,300,000
46482 Tree Trimming	876,961	881,263	863,000	863,000
46483 Sewer Maintenance	1,049,082	1,113,372	1,000,000	1,000,000
46560 Street Tree Removal/Planting	9,285	7,404	3,000	3,000
46940 Plans & Specification Charges	480	330	-	-
46955 Other Charges for Services	5,311	5,311	5,311	5,311
46965 Establishment Fee	20,325	17,954	10,000	14,000
48210 Expense Reimbursements	2,264	9,756	5,000	5,000
48311 Bus Shelter Advertising	93,036	91,536	86,000	89,000
<b><u>Total Sanitation &amp; Sewer</u></b>	<b><u>4,969,583</u></b>	<b><u>5,057,182</u></b>	<b><u>4,864,551</u></b>	<b><u>4,809,178</u></b>

## SCHEDULE OF REVENUE SOURCES - DETAIL SPECIAL REVENUE FUNDS

		<u>Actual 2009/10</u>	<u>Actual 2010/11</u>	<u>Estimate 2011/12</u>	<u>Budget 2012/13</u>
<b><u>Solid Waste Fund - 222</u></b>					
43116	Delinquent Penalty	39,398	-	-	-
44110	Interest on Investments	18,626	-	-	-
46410	Refuse Collection Charges	4,422,096	3,970,532	128,352	-
46965	Establishment Fee	11,388	-	-	-
48210	Expense Reimbursements	6,461	1,070	-	-
	<b><u>Total Solid Waste</u></b>	<u>4,497,969</u>	<u>3,971,602</u>	<u>128,352</u>	<u>-</u>
<b><u>SB2766 Air Pollution Reduction Fund - 245</u></b>					
44110	Interest on Investments	95	116	30	30
45530	Revenue from Other Public Agencies	164,202	157,065	161,000	161,000
	<b><u>Total SB2766 Air Pollution Reduction</u></b>	<u>164,297</u>	<u>157,181</u>	<u>161,030</u>	<u>161,030</u>
<b><u>Measure M Traffic Improvement Fund - 262</u></b>					
40520	Measure M Tax	1,656,625	1,627,167	-	-
44110	Interest on Investments	73,094	57,718	18,000	-
44210	Rents & Concessions	13,794	14,121	-	18,000
46940	Plans & Specification Charges	805	1,325	400	400
48210	Expense Reimbursements	22,576	-	-	-
	<b><u>Total Measure M Traffic Improvement</u></b>	<u>1,766,894</u>	<u>1,700,331</u>	<u>18,400</u>	<u>18,400</u>
<b><u>Measure M2 Traffic Improvement Fund - 263</u></b>					
40520	Measure M Tax	-	-	2,146,662	2,282,060
44110	Interest on Investments	-	-	58,419	58,754
45495	Other Grant	-	-	110,000	110,000
	<b><u>Total Measure M2 Traffic Improvement</u></b>	<u>-</u>	<u>-</u>	<u>2,315,081</u>	<u>2,450,814</u>
<b><u>Special Gas Tax Maintenance Fund - 270</u></b>					
44110	Interest on Investments	12,627	8,515	11,875	11,943
45220	State Gas Tax	373,441	-	-	-
45221	State Gas Tax 2106	-	347,206	351,262	346,151
45222	State Gas Tax 2107	1,056,892	977,831	989,132	989,920
45223	State Gas Tax 2107.5	20,000	10,000	10,000	10,000
46130	Development Related Services	(172)	-	-	-
48210	Expense Reimbursements	33,474	(24,785)	6,966	5,000
48380	Other Miscellaneous Revenue	-	807	-	-
	<b><u>Total Special Gas Tax Maintenance</u></b>	<u>1,496,262</u>	<u>1,319,574</u>	<u>1,369,235</u>	<u>1,363,014</u>

## SCHEDULE OF REVENUE SOURCES - DETAIL SPECIAL REVENUE FUNDS

		<u>Actual</u> <u>2009/10</u>	<u>Actual</u> <u>2010/11</u>	<u>Estimate</u> <u>2011/12</u>	<u>Budget</u> <u>2012/13</u>
<b><u>Special Gas Tax Construction Fund - 271</u></b>					
44110	Interest on Investments	21,422	10,405	6,911	6,951
44111	Interest on Deposits	36	25	-	-
45221	State Gas Tax 2106	124,585	114,756	120,000	120,000
46130	Development Related Services	-	4,300	4,000	5,000
48210	Expense Reimbursements	-	419	-	-
<b><u>Total Special Gas Tax Construction</u></b>		<u>146,043</u>	<u>129,905</u>	<u>130,911</u>	<u>131,951</u>
<b><u>Proposition 111 Fund - 272</u></b>					
44110	Interest on Investments	84,772	72,550	99,444	100,015
44210	Rents & Concessions	67,406	62,846	75,900	75,900
45220	State Gas Tax	793,810	732,150	697,207	689,773
45224	Prop 42 Replacement Gas Tax 7360	-	1,351,138	1,504,888	1,549,044
45320	State Revenue - Other	25,500	-	-	-
46940	Plans & Specification Charges	950	-	-	-
48210	Expense Reimbursements	200,000	-	-	-
<b><u>Total Proposition 111</u></b>		<u>1,172,438</u>	<u>2,218,684</u>	<u>2,377,439</u>	<u>2,414,732</u>
<b><u>County/OCTA Gas Tax Fund - 273</u></b>					
44110	Interest on Investments	7,010	2,846	4,380	4,405
45220	State Gas Tax	1,400,001	1,400,000	1,400,000	1,400,000
48210	Expense Reimbursement	51,747	68,861	16,100	10,000
<b><u>Total County/OCTA Gas Tax</u></b>		<u>1,458,758</u>	<u>1,471,707</u>	<u>1,420,480</u>	<u>1,414,405</u>
<b><u>TSIP Area B Fund - 284</u></b>					
44110	Interest on Investments	98,421	76,808	80,402	80,863
46360	TSIP Fees	213,141	225,745	150,468	249,754
<b><u>Total TSIP Area B</u></b>		<u>311,562</u>	<u>302,553</u>	<u>230,870</u>	<u>330,617</u>
<b><u>TSIP Area C Fund - 285</u></b>					
44110	Interest on Investments	17,951	10,632	6,159	6,194
46360	TSIP Fees	3,216	16,260	-	5,689
46940	Plans & Specification Charges	1,180	-	-	-
<b><u>Total TSIP Area C</u></b>		<u>22,347</u>	<u>26,892</u>	<u>6,159</u>	<u>11,883</u>



## SCHEDULE OF REVENUE SOURCES - DETAIL SPECIAL REVENUE FUNDS

		<u>Actual 2009/10</u>	<u>Actual 2010/11</u>	<u>Estimate 2011/12</u>	<u>Budget 2012/13</u>
<b><u>TSIP Fund - 286</u></b>					
44110	Interest on Investments	37,382	22,747	5,239	5,269
44111	Interest on Deposits	-	100	-	-
46360	TSIP Fees	138,985	-	-	-
46940	Plans & Specification Charges	-	2,130	785	-
<b><u>Total TSIP</u></b>		<b><u>176,367</u></b>	<b><u>24,977</u></b>	<b><u>6,024</u></b>	<b><u>5,269</u></b>
<b><u>Santiago Hills Landscape Maintenance District Fund - 291</u></b>					
40350	Irvine Landscape & Lighting District	533,267	537,980	540,000	540,000
44110	Interest on Investments	9,078	6,988	6,581	6,618
48230	Reimbursement - Landscape Maintenance	69,705	37,626	36,000	36,000
<b><u>Total Santiago Hills LMD</u></b>		<b><u>612,050</u></b>	<b><u>582,594</u></b>	<b><u>582,581</u></b>	<b><u>582,618</u></b>
<b><u>Sycamore Crossing Landscape Maintenance District Fund - 293</u></b>					
40330	Assessments - Landscape	47,075	47,947	48,000	48,000
44110	Interest on Investments	513	297	203	204
<b><u>Total Sycamore Crossing LMD</u></b>		<b><u>47,588</u></b>	<b><u>48,244</u></b>	<b><u>48,203</u></b>	<b><u>48,204</u></b>
<b><u>Del Rio CFD 06-01 Fund - 294</u></b>					
40111	Property Tax-Current Secured	-	521	-	-
40330	Assessments - Landscape	187,645	121,434	120,000	120,000
44110	Interest on Investments	1,706	3,409	4,796	4,824
<b><u>Total Del Rio CFD 06-01</u></b>		<b><u>189,351</u></b>	<b><u>125,364</u></b>	<b><u>124,796</u></b>	<b><u>124,824</u></b>
<b><u>Community Development Block Grant Fund - 310</u></b>					
45120	Federal HUD Grants	849,825	1,078,551	1,332,487	1,288,398
<b><u>Total Community Development Block Grant</u></b>		<b><u>849,825</u></b>	<b><u>1,078,551</u></b>	<b><u>1,332,487</u></b>	<b><u>1,288,398</u></b>
<b><u>Community Development Block Grant Under Recov &amp; Reinv Fund - 311</u></b>					
45120	Federal HUD Grants	315,861	30,084	-	-
<b><u>Total Community Development Block Grant Under Recov &amp; Reinv</u></b>		<b><u>315,861</u></b>	<b><u>30,084</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b><u>CDBG - Housing Rehab/Loans Fund - 315</u></b>					
44010	Principal & Revenue Abatements	(3,133)	(427)	(55,000)	-
44100	Principal Repayments	-	-	55,000	-
44110	Interest on Investments	3,133	427	372	374
44151	Interest - Deferred Loans	-	-	28,875	-
<b><u>Total CDBG Housing Rehab/Loans</u></b>		<b><u>-</u></b>	<b><u>-</u></b>	<b><u>29,247</u></b>	<b><u>374</u></b>

## SCHEDULE OF REVENUE SOURCES - DETAIL SPECIAL REVENUE FUNDS

		<u>Actual 2009/10</u>	<u>Actual 2010/11</u>	<u>Estimate 2011/12</u>	<u>Budget 2012/13</u>
<b><u>Federal Rental Rehabilitation Fund - 316</u></b>					
44110	Interest on Investments	2,662	2,008	2,055	2,066
<b><u>Total Federal Rental Rehabilitation</u></b>		<b><u>2,662</u></b>	<b><u>2,008</u></b>	<b><u>2,055</u></b>	<b><u>2,066</u></b>
<b><u>HUD Rental Rehab/H.O.M.E. Fund - 317</u></b>					
44010	Principal & Revenue Abatements	(9,441)	(9,630)	(9,829)	(10,037)
44100	Principal Repayments	9,824	9,647	9,829	10,037
44110	Interest on Investments	1,526	2,141	1,413	1,421
44151	Interest - Deferred Loans	66,284	73,478	5,683	5,476
45120	Federal HUD Grants	16,286	23,248	1,245,713	304,516
<b><u>Total HUD Rental Rehab/H.O.M.E.</u></b>		<b><u>84,479</u></b>	<b><u>98,884</u></b>	<b><u>1,252,809</u></b>	<b><u>311,413</u></b>
<b><u>HPRP Homeless Prev &amp; Rapid Rehousing Fund - 318</u></b>					
45120	Federal HUD Grants	78,045	230,289	75,187	-
<b><u>Total HPRP Homeless Prev &amp; Rapid Rehousing</u></b>		<b><u>78,045</u></b>	<b><u>230,289</u></b>	<b><u>75,187</u></b>	<b><u>-</u></b>
<b><u>California Parklands Fund - 320</u></b>					
44110	Interest on Investments	-	138	1,742	1,752
45290	State Grant Funds	-	400,000	-	-
<b><u>Total State SB821 Grant</u></b>		<b><u>-</u></b>	<b><u>400,138</u></b>	<b><u>1,742</u></b>	<b><u>1,752</u></b>
<b><u>Traffic Congestion Relief Fund - 340</u></b>					
44110	Interest on Investments	27,329	52,979	27,943	28,103
45290	State Grant Funds	2,061,070	-	-	-
45320	State Revenue - Other	1,283,500	328,733	-	-
45450	County Revenue - Other	25,237	-	-	-
46940	Plans & Specification Charges	-	1,330	-	-
48212	Reimbursement from O.E.S.	-	27,885	-	-
<b><u>Total Traffic Congestion Relief</u></b>		<b><u>3,397,136</u></b>	<b><u>410,927</u></b>	<b><u>27,943</u></b>	<b><u>28,103</u></b>
<b><u>Traffic Safety Grant Fund - 350</u></b>					
44110	Interest on Investments	15	577	1,340	1,348
46670	Police Tow Release Charge	77,190	70,181	80,000	50,000
<b><u>Total Traffic Safety Grant</u></b>		<b><u>77,205</u></b>	<b><u>70,758</u></b>	<b><u>81,340</u></b>	<b><u>51,348</u></b>
<b><u>Federal Police Grants Fund - 353</u></b>					
45150	State Revenue - Other	107,041	7,264	34,452	-
<b><u>Total Federal Police Grants</u></b>		<b><u>107,041</u></b>	<b><u>7,264</u></b>	<b><u>34,452</u></b>	<b><u>-</u></b>

**SCHEDULE OF REVENUE SOURCES - DETAIL**  
**SPECIAL REVENUE FUNDS**

	<u>Actual 2009/10</u>	<u>Actual 2010/11</u>	<u>Estimate 2011/12</u>	<u>Budget 2012/13</u>
<b><u>AB 3229 COPS Fund - 354</u></b>				
44110 Interest on Investments	621	-	468	470
45320 State Revenue-Other	<u>111,731</u>	<u>139,956</u>	<u>160,000</u>	<u>160,000</u>
<b><u>Total AB 3229 COPS</u></b>	<b><u>112,352</u></b>	<b><u>139,956</u></b>	<b><u>160,468</u></b>	<b><u>160,470</u></b>
<b><u>Asset Seizure - Federal Fund - 355</u></b>				
44110 Interest on Investments	19,947	13,307	13,726	13,804
4841x Revenue from Asset Seizure	<u>161,778</u>	<u>259,649</u>	<u>343,000</u>	<u>225,000</u>
<b><u>Total Asset Seizure - Federal</u></b>	<b><u>181,725</u></b>	<b><u>272,956</u></b>	<b><u>356,726</u></b>	<b><u>238,804</u></b>
<b><u>Asset Seizure - State (85%) Fund - 356</u></b>				
44110 Interest on Investments	4,225	2,672	1,692	1,702
44112 Misc. Adjustments to Investment Income	(728)	(6,869)	-	-
48410 Revenue from Asset Seizure	<u>16,279</u>	<u>42,982</u>	<u>35,000</u>	<u>10,000</u>
<b><u>Total Asset Seizure - State (85%)</u></b>	<b><u>19,776</u></b>	<b><u>38,785</u></b>	<b><u>36,692</u></b>	<b><u>11,702</u></b>
<b><u>Asset Seizure - State (15%) Fund - 357</u></b>				
44110 Interest on Investments	4,102	2,867	2,674	2,690
48410 Revenue from Asset Seizure	<u>2,873</u>	<u>7,585</u>	<u>5,500</u>	<u>2,000</u>
<b><u>Total Asset Seizure - State (15%)</u></b>	<b><u>6,975</u></b>	<b><u>10,452</u></b>	<b><u>8,174</u></b>	<b><u>4,690</u></b>
<b><u>Affordable Housing - New Construction Fund - 916</u></b>				
44110 Interest on Investments	<u>86,553</u>	<u>65,298</u>	<u>66,812</u>	<u>67,195</u>
<b><u>Total Affordable Housing - New Construction</u></b>	<b><u>86,553</u></b>	<b><u>65,298</u></b>	<b><u>66,812</u></b>	<b><u>67,195</u></b>
<b><u>TOTAL SPECIAL REVENUE FUNDS</u></b>	<b><u>24,703,878</u></b>	<b><u>22,385,845</u></b>	<b><u>19,608,674</u></b>	<b><u>18,503,191</u></b>

**SCHEDULE OF REVENUE SOURCES - DETAIL**  
**DEBT SERVICE FUND**

	<u>Actual 2009/10</u>	<u>Actual 2010/11</u>	<u>Estimate 2011/12</u>	<u>Budget 2012/13</u>
<b><u>Debt Service Fund - 400</u></b>				
48271 Reimbursement - Police COP Lease	<u>783,388</u>	<u>1,001,410</u>	<u>1,001,885</u>	<u>999,590</u>
<b><u>Total Debt Service</u></b>	<u>783,388</u>	<u>1,001,410</u>	<u>1,001,885</u>	<u>999,590</u>
<b><u>TOTAL DEBT SERVICE FUND</u></b>	<b>783,388</b>	<b>1,001,410</b>	<b>1,001,885</b>	<b>999,590</b>

## SCHEDULE OF REVENUE SOURCES - DETAIL CAPITAL PROJECTS FUNDS

		<u>Actual 2009/10</u>	<u>Actual 2010/11</u>	<u>Estimate 2011/12</u>	<u>Budget 2012/13</u>
<b><u>Capital Projects Fund - 500</u></b>					
48390	Donations	304,000	100	-	-
<b><u>Total Capital Projects</u></b>		<u>304,000</u>	<u>100</u>	<u>-</u>	<u>-</u>
<b><u>Park Acquisition &amp; Development Fund - 510</u></b>					
42290	Park Acquisition Fees	581,812	47,964	630,000	247,000
44110	Interest on Investments	5,114	10,166	10,992	11,055
<b><u>Total Park Acquisition &amp; Development</u></b>		<u>586,926</u>	<u>58,130</u>	<u>640,992</u>	<u>258,055</u>
<b><u>Park Acquisition &amp; Development (Quimby) Fund - 511</u></b>					
44110	Interest on Investments	58,172	29,870	28,889	29,055
<b><u>Total Park Acquisition &amp; Develop (Quimby)</u></b>		<u>58,172</u>	<u>29,870</u>	<u>28,889</u>	<u>29,055</u>
<b><u>EI Modena Park Facilities Fund - 512</u></b>					
44110	Interest on Investments	172	670	1,166	1,173
44212	Cell Phone Tower Rent Revenue	37,329	36,552	17,672	17,672
<b><u>Total EI Modena Park Facilities Fund</u></b>		<u>37,501</u>	<u>37,222</u>	<u>18,838</u>	<u>18,845</u>
<b><u>Sewer Construction Fund - 520</u></b>					
44110	Interest on Investments	2,073	1,929	2,528	2,542
46430	Frontage Charges - Sewer	7,401	57,753	2,000	4,000
<b><u>Total Sewer Construction</u></b>		<u>9,474</u>	<u>59,682</u>	<u>4,528</u>	<u>6,542</u>
<b><u>Storm Drain Fund - 530</u></b>					
44110	Interest on Investments	4,192	3,162	782	786
<b><u>Total Storm Drain</u></b>		<u>4,192</u>	<u>3,162</u>	<u>782</u>	<u>786</u>

## SCHEDULE OF REVENUE SOURCES - DETAIL CAPITAL PROJECTS FUNDS

		<u>Actual 2009/10</u>	<u>Actual 2010/11</u>	<u>Estimate 2011/12</u>	<u>Budget 2012/13</u>
<b><u>Old Towne Parking Facility Fund - 540</u></b>					
42410	Parking Permits	13,785	12,210	20,000	20,000
44110	Interest on Investments	5,169	4,056	4,289	4,314
<b><u>Total Old Towne Parking Facility</u></b>		<b><u>18,954</u></b>	<b><u>16,266</u></b>	<b><u>24,289</u></b>	<b><u>24,314</u></b>
<b><u>Capital Projects Grant Fund - 550</u></b>					
44110	Interest on Investments	904	-	-	-
44111	Interest on Deposits	-	5,766	-	-
45110	Reimbursable Revenues	15,207	1,682,731	4,107,157	-
45150	Federal Grant Revenue	1,807,001	1,159,922	349,818	-
45290	State Grant Funds	29,672	1,229,935	646,582	-
45320	State Revenue - Other	886,682	247,359	89,908	-
45460	County Grants	1,363,900	1,909,406	1,642,341	22,838,255
45490	County Revenue Other	2,481,735	1,672,335	1,870,173	-
45530	Revenue From Other Public Agencies	37,087	-	-	-
45560	Revenue from Private Developers	172,493	-	-	-
46240	Development Agreements	-	2,028,346	-	-
46940	Plans & Specification Charge	3,140	1,473,488	-	-
<b><u>Total Capital Projects Grant</u></b>		<b><u>6,797,821</u></b>	<b><u>11,409,288</u></b>	<b><u>8,705,979</u></b>	<b><u>22,838,255</u></b>
<b><u>County Park Grants Fund - 551</u></b>					
44110	Interest on Investments	1,326	771	789	793
<b><u>Total County Park Grants</u></b>		<b><u>1,326</u></b>	<b><u>771</u></b>	<b><u>789</u></b>	<b><u>793</u></b>
<b><u>Parking-in-Lieu Fund - 555</u></b>					
44110	Interest on Investments	941	710	727	731
<b><u>Total Parking-in-Lieu</u></b>		<b><u>941</u></b>	<b><u>710</u></b>	<b><u>727</u></b>	<b><u>731</u></b>
<b><u>Fire Facility Fees Fund - 560</u></b>					
44110	Interest on Investments	23,543	23,519	28,140	28,302
44140	Interest on Inter-fund Loans	42,602	24,561	15,065	7,000
46701	Fire Facilities & Equipment	90,697	577,965	55,000	134,634
46940	Plans & Specification Charges	2,200	370	-	-
<b><u>Total Fire Facility Fees Fund - 560</u></b>		<b><u>159,042</u></b>	<b><u>626,415</u></b>	<b><u>98,205</u></b>	<b><u>169,936</u></b>

**SCHEDULE OF REVENUE SOURCES - DETAIL**  
**CAPITAL PROJECTS FUNDS**

	<u>Actual 2009/10</u>	<u>Actual 2010/11</u>	<u>Estimate 2011/12</u>	<u>Budget 2012/13</u>
<b><u>Police Facility Fees Fund - 570</u></b>				
44110 Interest on Investments	622	290	221	222
46610 Police Facility Fees	88,446	69,198	35,000	37,300
<b><u>Total Police Facility Fees</u></b>	<b><u>89,068</u></b>	<b><u>69,488</u></b>	<b><u>35,221</u></b>	<b><u>37,522</u></b>
<b><u>Library Facility Fees Fund - 573</u></b>				
44110 Interest on Investments	5,779	5,470	5,704	5,736
46510 Library Impact Fees	166,014	18,424	42,000	16,710
46940 Plans & Specification Charges	-	-	-	-
<b><u>Total Library Facility Fees</u></b>	<b><u>171,793</u></b>	<b><u>23,894</u></b>	<b><u>47,704</u></b>	<b><u>22,446</u></b>
<b><u>Del Rio CFD 06-01 Fund - 597</u></b>				
44130 Interest on Deposit With Fiscal Agents	-	817	6,243	-
<b><u>Total Del Rio CFD 06-01</u></b>	<b><u>-</u></b>	<b><u>817</u></b>	<b><u>6,243</u></b>	<b><u>-</u></b>
<b><u>TOTAL CAPITAL PROJECTS FUNDS</u></b>	<b><u>8,239,210</u></b>	<b><u>12,335,815</u></b>	<b><u>9,613,186</u></b>	<b><u>23,407,280</u></b>

## SCHEDULE OF REVENUE SOURCES - DETAIL ENTERPRISE FUNDS

	<u>Actual</u> <u>2009/10</u>	<u>Actual</u> <u>2010/11</u>	<u>Estimate</u> <u>2011/12</u>	<u>Budget</u> <u>2012/13</u>	
<b><u>Water Fund - 600</u></b>					
43116	Delinquent Penalty	26,655	58,250	4,799	-
44110	Interest on Investments	107,061	41,807	65,923	66,301
44156	Interest on AMP Sale	44,392	26,030	22,798	19,314
44212	Cell Phone Tower Rent	54,002	12,473	13,125	13,125
46130	Development Related Services	43,098	129,501	50,000	50,000
46940	Plans & Specification Charges	190	-	-	-
46965	Establishment Fee	104,105	102,022	65,000	102,900
47111	Water Consumption Charge	14,009,572	15,605,630	18,800,000	20,066,800
47113	Water Service Capacity Charge	4,760,710	4,879,762	5,900,000	6,413,600
47114	Elevation Pumping Charge	239,643	227,781	270,750	283,700
47115	Water Fire Service Charge	359,817	343,657	433,200	432,700
47116	Water Delinquent Penalty	253,500	249,816	250,000	249,300
47121	Water Sales - Agricultural	136,334	120,246	134,600	145,500
47131	Water Sales - Construction	8,183	23,150	25,000	23,100
47140	Water Sales - Jumpers	950	-	2,000	-
47160	Water Sales - Materials	11,487	25,428	5,000	25,400
47190	Connection Fees	(1,150)	(32,274)	13,000	25,000
47205	Plan Checking Fees	400	1,000	800	1,000
47210	Rental of Construction Meters	13,663	14,170	10,000	14,200
47211	Hydrant Water Installation Fee	60	60	300	100
47230	Water Penalties	136,608	137,900	138,000	138,200
47240	Other Water Fees	14,312	58,567	15,000	15,000
48130	Sale of Junk & Waste	34,143	38,042	20,000	25,000
48140	Sale of Maps, Documents, Copies	-	1,545	2,700	2,600
48210	Expense Reimbursements	3,505	2,744	6,250	2,700
48320	Damage to City Property	6,288	16,333	13,000	13,000
48380	Other Miscellaneous Revenue	284	171,024	165,000	165,000
49035	Accounting & Collection Allocation	345,129	334,084	323,311	146,426
	<b><u>Total Water</u></b>	<b><u>20,712,941</u></b>	<b><u>22,588,748</u></b>	<b><u>26,749,556</u></b>	<b><u>28,439,966</u></b>
<b><u>Water Capital Projects Fund - 601</u></b>					
44110	Interest on Investments	73,042	58,163	46,692	46,959
47112	Water Sales - Capital Projects	1,741,559	-	-	1,670,016
47132	Water Sales - Construction Cap Proj	431	1,219	1,200	1,200
47140	Water Sales - Jumpers	-	299	-	-
47170	Water Frontage Charges	102,216	31,500	56,000	20,000
48140	Sale of Maps, Documents, Copies	-	58	-	-
	<b><u>Total Water Capital Projects</u></b>	<b><u>1,917,248</u></b>	<b><u>91,239</u></b>	<b><u>103,892</u></b>	<b><u>1,738,175</u></b>
	<b><u>TOTAL ENTERPRISE FUNDS</u></b>	<b><u>22,630,189</u></b>	<b><u>22,679,987</u></b>	<b><u>26,853,448</u></b>	<b><u>30,178,141</u></b>



## SCHEDULE OF REVENUE SOURCES - DETAIL INTERNAL SERVICE FUNDS

	<u>Actual 2009/10</u>	<u>Actual 2010/11</u>	<u>Estimate 2011/12</u>	<u>Budget 2012/13</u>
<b><u>Fleet Maintenance Fund - 710</u></b>				
48210 Expense Reimbursements	902	-	473	-
48380 Other Miscellaneous Revenue	-	293	-	
49021 Charges for Fuel	900,000	889,300	889,300	990,500
49024 Charges for Vehicle Maintenance	2,138,081	2,094,130	1,900,000	2,000,000
<b><u>Total Fleet Maintenance</u></b>	<u>3,038,983</u>	<u>2,983,723</u>	<u>2,789,773</u>	<u>2,990,500</u>
<b><u>Vehicle Replacement Fund - 720</u></b>				
46940 Plans & Specification Charges	-	580	-	-
49024 Charges for Vehicle Depreciation	-	-	821,315	1,136,712
<b><u>Total Vehicle Replacement</u></b>	<u>-</u>	<u>580</u>	<u>821,315</u>	<u>1,136,712</u>
<b><u>Major Building Improvements Fund - 725</u></b>				
46940 City Facility Improvements	-	-	255	-
<b><u>Total Major Building Improvements</u></b>	<u>-</u>	<u>-</u>	<u>255</u>	<u>-</u>
<b><u>Workers Compensation Fund - 725</u></b>				
48210 Expense Reimbursements	41,578	207,294	94,897	-
49025 Charges to Budgeted Funds-Workers Comp	-	1,124,349	1,154,143	2,211,715
<b><u>Total Workers Compensation</u></b>	<u>41,578</u>	<u>1,331,643</u>	<u>1,249,040</u>	<u>2,211,715</u>
<b><u>Liability Insurance Fund - 740</u></b>				
48210 Expense Reimbursements	78,542	16,996	1,900	-
48380 Other Miscellaneous Revenue	-	150	-	
49023 Charges to Budgeted Funds-Insurance	930,662	1,793,616	889,068	1,771,325
<b><u>Total Liability Insurance</u></b>	<u>1,009,204</u>	<u>1,810,762</u>	<u>890,968</u>	<u>1,771,325</u>
<b><u>Dental Self-Insurance Fund - 752</u></b>				
49026 Charges to Budgeted Funds-Dental	374,549	482,937	499,112	487,680
<b><u>Total Dental Self Insurance</u></b>	<u>374,549</u>	<u>482,937</u>	<u>499,112</u>	<u>487,680</u>

## SCHEDULE OF REVENUE SOURCES - DETAIL INTERNAL SERVICE FUNDS

		<u>Actual 2009/10</u>	<u>Actual 2010/11</u>	<u>Estimate 2011/12</u>	<u>Budget 2012/13</u>
<b><u>Self-Insured Unemployment Fund - 760</u></b>					
48210	Expense Reimbursements	15,414	17,345	-	-
49023	Charges to Budgeted Funds-Insurance	800,472	92,285	83,908	241,998
<b><u>Total S.I. Disability/Unemployment</u></b>		<b><u>815,886</u></b>	<b><u>109,630</u></b>	<b><u>83,908</u></b>	<b><u>241,998</u></b>
<b><u>Information Systems Operations Fund - 780</u></b>					
49029	Charges to Budgeted Funds-Other	1,876,256	1,876,256	1,773,683	1,733,491
<b><u>Total Information Systems Operations</u></b>		<b><u>1,876,256</u></b>	<b><u>1,876,256</u></b>	<b><u>1,773,683</u></b>	<b><u>1,733,491</u></b>
<b><u>Computer Replacement Fund - 790</u></b>					
46130	Development Related Services		23	-	
48210	Expense Reimbursements	-	45	-	-
49029	Charges to Budgeted Funds - Other	-	-	61,648	488,670
<b><u>Total Computer Replacement</u></b>		<b><u>-</u></b>	<b><u>68</u></b>	<b><u>61,648</u></b>	<b><u>488,670</u></b>
<b><u>TOTAL INTERNAL SERVICE FUNDS</u></b>		<b><u>7,156,456</u></b>	<b><u>8,595,599</u></b>	<b><u>8,169,447</u></b>	<b><u>11,062,091</u></b>

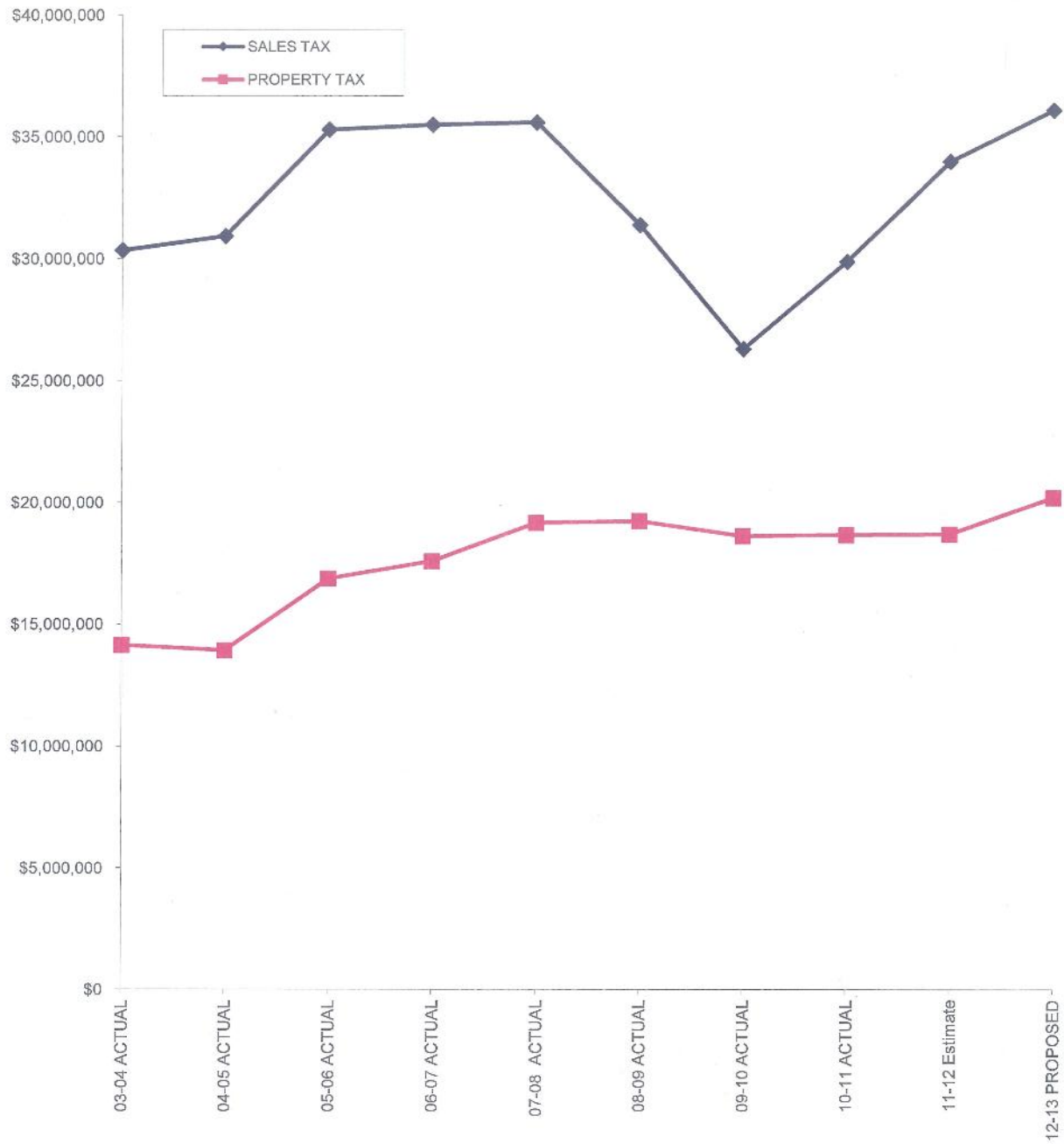
## SCHEDULE OF REVENUE SOURCES - DETAIL REDEVELOPMENT (SUCCESSOR) FUNDS

		<u>Actual 2009/10</u>	<u>Actual 2010/11</u>	<u>Estimate 2011/12</u>	<u>Budget 2012/13</u>
<b><u>Tustin Housing Loan Programs Fund - 913</u></b>					
44010	Principal & Revenue Abatements	(66,712)	(99,298)	(89,816)	(68,393)
44100	Principal Repayments	69,724	99,359	89,816	68,393
44110	Interest on Investments	57,030	54,914	91,905	-
44151	Interest - Deferred Loans	33,361	35,557	27,944	26,033
44154	1st Time Homebuyer Loan Interest	1,565	1,419	886	-
<b><u>Total Tustin Housing Loan Programs</u></b>		<u>94,968</u>	<u>91,951</u>	<u>120,735</u>	<u>26,033</u>
<b><u>Tustin Project 1990 Taxable Notes Fund - 914</u></b>					
44110	Interest on Investments	44,419	30,459	12,009	-
<b><u>Total Tustin Project 1990 Taxable Notes</u></b>		<u>44,419</u>	<u>30,459</u>	<u>12,009</u>	<u>-</u>
<b><u>County Revenue - RORF Fund - 920</u></b>					
44110	County Revenue - RORF	-	-	-	17,505,427
<b><u>Total County Revenue - RORF</u></b>		<u>-</u>	<u>-</u>	<u>-</u>	<u>17,505,427</u>
<b><u>Merged Capital Projects Fund - 940</u></b>					
44010	Principal & Revenue Abatements	(100,015)	(477,698)	(286,861)	(136,532)
44100	Principal Repayments	103,892	487,309	286,861	136,532
44110	Interest on Investments	211,063	165,347	106,073	-
44140	Interest on Interfund Loans	45,618	47,165	45,000	45,000
44153	Commercial Loan Interest Earned	25,425	18,245	61,533	59,393
44210	Rents & Concessions	196,755	295,118	339,320	281,424
44310	Other Revenue - Use of Money & Property	-	-	72,000	-
45110	Reimbursable Revenues	-	255,555	34,028	-
46130	Development Related Services	24,872	21,325	9,944	-
48115	Gain or Loss on Sale of Property	(28,445)	-	-	-
48210	Expense Reimbursements	63,755	37,039	6,405	-
48380	Other Miscellaneous Revenue	-	1,343	-	-
48420	Filming Productions	231	-	-	-
<b><u>Total Merged Capital Projects</u></b>		<u>543,151</u>	<u>850,748</u>	<u>674,303</u>	<u>385,817</u>

## SCHEDULE OF REVENUE SOURCES - DETAIL REDEVELOPMENT (SUCCESSOR) FUNDS

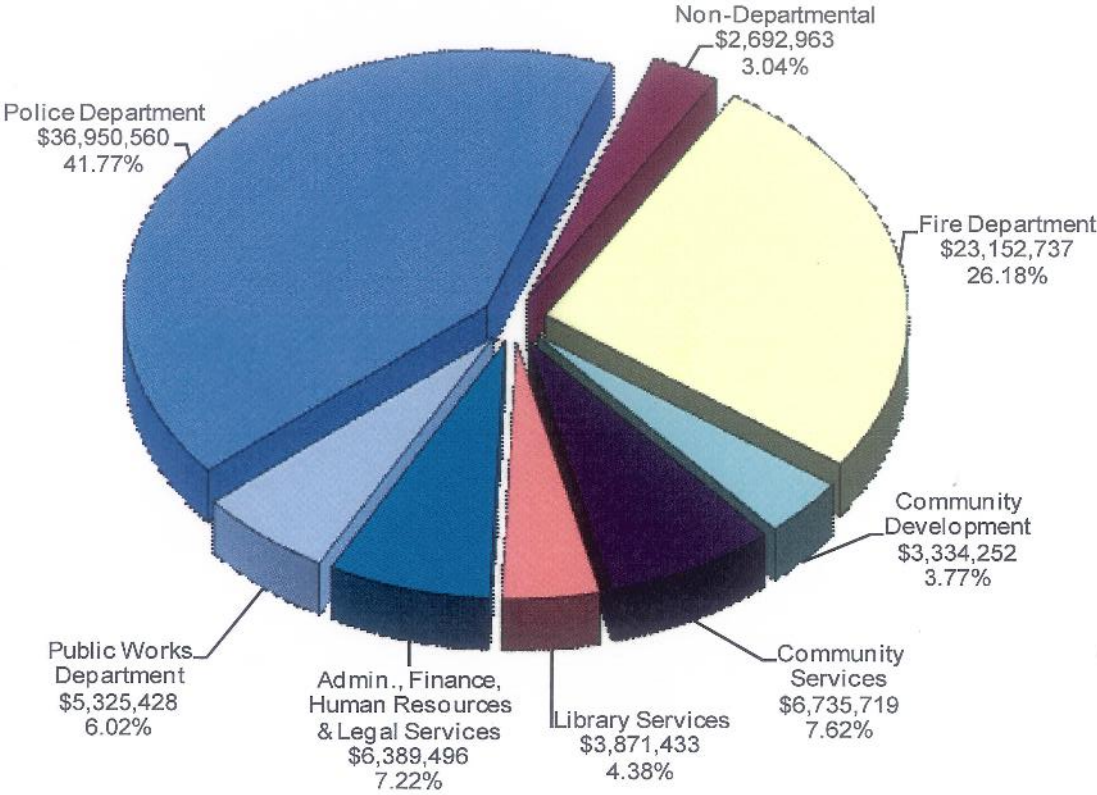
	<u>Actual 2009/10</u>	<u>Actual 2010/11</u>	<u>Estimate 2011/12</u>	<u>Budget 2012/13</u>	
<b><u>I Housing Fund - 941</u></b>					
40211	Property Tax Increment - Current Secured	5,168,356	4,581,606	4,234,668	-
40212	Property Tax Increment - Current Unsecured	930,045	732,529	759,236	-
40213	Property Tax Increment - Current Supplemental	(43,951)	11,099	39,555	-
40214	Homeowners Property Tax Relief	600	608	608	-
40221	Property Tax Increment - P/Y Secured	41,340	50,311	24,747	-
40222	Property Tax Increment - P/Y Unsecured	7,313	12,163	6,325	-
40223	Property Tax Increment - P/Y Supplemental	4,974	2,685	200	-
44110	Interest on Investments	277,271	243,513	140,733	-
44120	Interest on Tax Collections	4,262	2,215	-	-
44130	Interest on Deposits with Fiscal Agents	1,320	-	38	-
46130	Development Related Services	4,082	6,220	2,098	-
48210	Expense Reimbursements	1,663	1,073	-	-
	<b><u>Total Merged Housing</u></b>	<u>6,397,275</u>	<u>5,644,022</u>	<u>5,208,208</u>	<u>-</u>
<b><u>NW &amp; SW Merged 2003 Taxable Bonds Fund - 942</u></b>					
44110	Interest on Investments	50,234	26,129	17,138	-
46940	Plans & Specification Charges	-	400	-	-
	<b><u>Total NW &amp; SW Merged 2003 Taxable Bonds</u></b>	<u>50,234</u>	<u>26,529</u>	<u>17,138</u>	<u>-</u>
<b><u>NW &amp; SW Merged 2003 Tax Exempt Bonds Fund - 943</u></b>					
44110	Interest on Investments	22,709	16,363	11,482	-
	<b><u>Total NW &amp; SW Merged Tax Exempt Bonds</u></b>	<u>22,709</u>	<u>16,363</u>	<u>11,482</u>	<u>-</u>
<b><u>NW &amp; SW Merged 2008 Tax Exempt Bonds Fund - 944</u></b>					
44110	Interest on Investments	528,619	323,778	186,917	-
46940	Plans & Specification Charges	-	835	-	-
	<b><u>Total NW &amp; SW Merged 2008 Tax Exempt Bonds</u></b>	<u>528,619</u>	<u>324,613</u>	<u>186,917</u>	<u>-</u>
<b><u>Merged Debt Service Fund - 987</u></b>					
40211	Property Tax Increment - Current Secured	20,673,423	18,326,424	16,938,671	-
40212	Property Tax Increment - Current Unsecured	3,720,181	2,930,114	3,036,946	-
40213	Property Tax Increment - Current Supplemental	(175,804)	44,395	158,220	-
40214	Homeowners Property Tax Relief	2,399	2,433	2,433	-
40221	Property Tax Increment -P/Y Secured	165,360	201,243	98,990	-
40222	Property Tax Increment -P/Y Unsecured	29,253	48,654	25,300	-
40223	Property Tax Increment -P/Y Supplemental	19,895	10,738	800	-
44110	Interest on Investment	473,391	297,989	167,676	-
44120	Interest on Tax Collections	17,047	8,859	-	-
44130	Interest on Deposits with Fiscal Agents	(1,320)	-	-	-
	<b><u>Total Merged Debt Service</u></b>	<u>24,923,825</u>	<u>21,870,849</u>	<u>20,429,036</u>	<u>-</u>
	<b><u>TOTAL REDEVELOPMENT (SUCCESSOR) FUNDS</u></b>	<b><u>32,605,200</u></b>	<b><u>28,855,534</u></b>	<b><u>26,659,828</u></b>	<b><u>17,917,277</u></b>

# HISTORY OF GENERAL FUND SALES & PROPERTY TAX REVENUE



# **Expenditures**

# GENERAL FUND EXPENDITURES BY FUNCTION



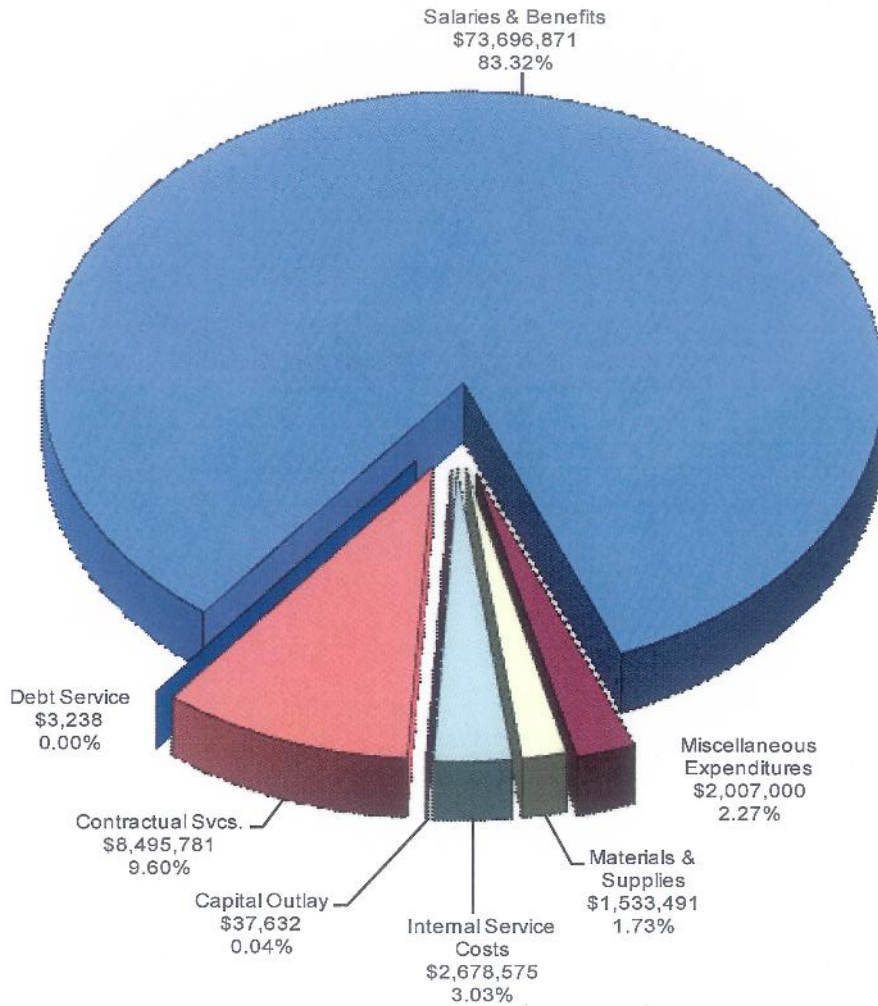
**GENERAL FUND EXPENDITURES \$88,452,588**

**SUMMARY OF GENERAL FUND EXPENDITURES BY DEPARTMENT**

<u>DEPARTMENTS:</u>	<u>Actual 2009-10</u>	<u>Actual 2010-11</u>	<u>Estimate 2011-12</u>	<u>Budget 2012-13</u>
City Council	137,614	131,573	134,336	124,820
City Manager	920,304	773,277	1,006,280	1,020,765
City Attorney	905,496	818,812	701,765	685,309
City Clerk	569,388	499,891	459,291	736,440
City Treasurer	71,001	68,545	159,776	177,405
Finance	2,706,028	2,566,111	2,422,973	2,455,709
Human Resources	1,183,789	1,143,252	1,125,102	1,189,048
Library Services	3,955,187	3,744,275	3,842,092	3,871,433
Fire	22,807,824	23,209,607	23,007,870	23,152,737
Police	35,232,108	35,052,227	36,527,718	36,950,560
Public Works	4,241,323	3,911,502	5,014,092	5,325,428
Community Development	3,513,376	3,404,420	3,350,666	3,334,252
Community Services	5,943,916	6,023,559	6,686,556	6,735,719
Non Departmental	2,291,001	2,095,484	2,749,834	2,692,963
	<u>84,478,355</u>	<u>83,442,535</u>	<u>87,188,351</u>	<u>88,452,588</u>



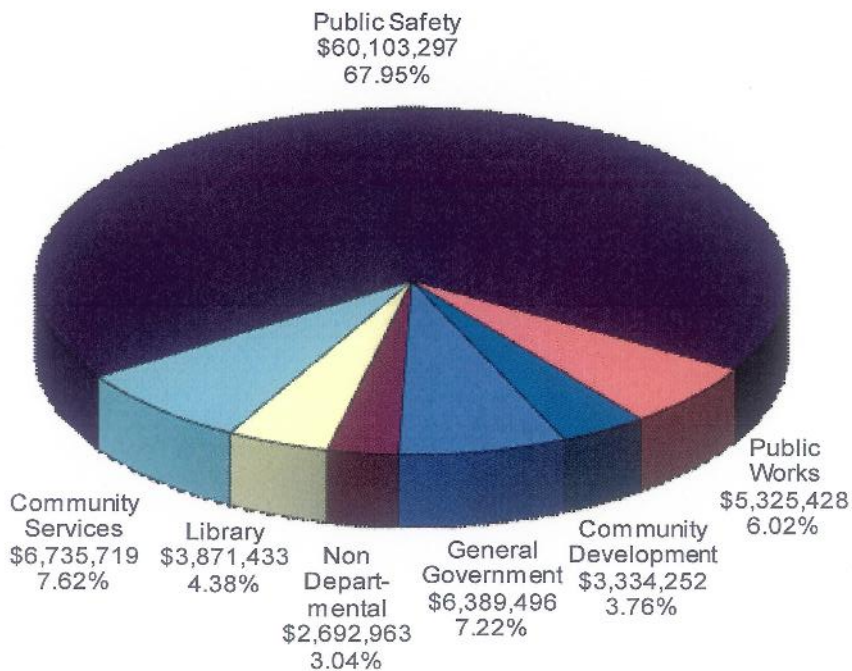
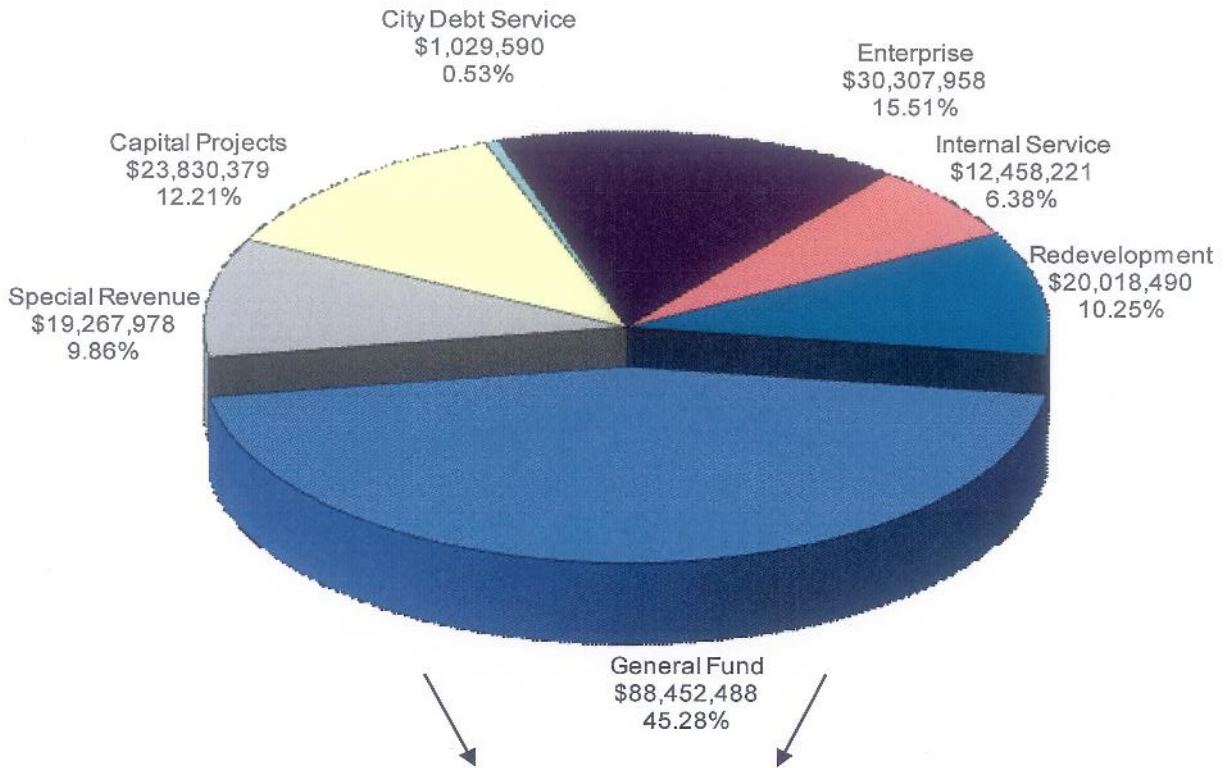
# GENERAL FUND EXPENDITURES BY CATEGORY



**GENERAL FUND EXPENDITURES    \$88,452,588**

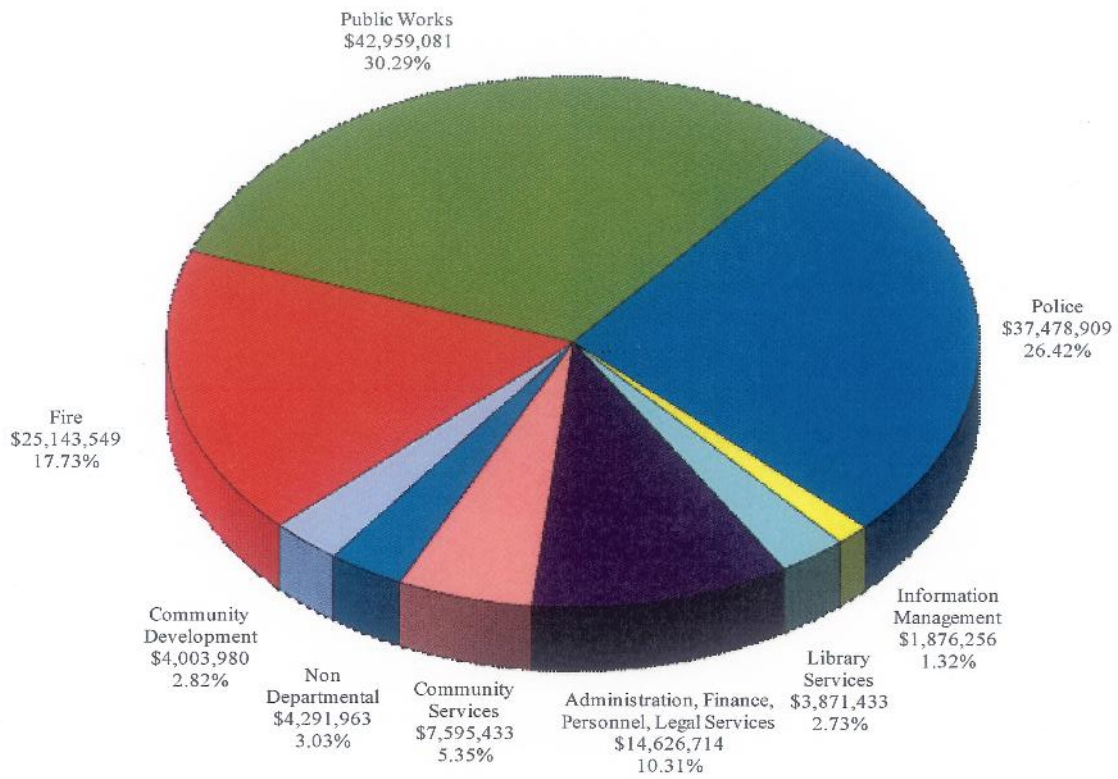
# ALL FUNDS EXPENDITURES

## BY FUND CATEGORY



# ALL FUNDS OPERATING EXPENDITURES BY DEPARTMENT

**\$141,847,318**  
(EXCLUDES CIP AND DEBT SERVICE)



**SUMMARY OF ALL FUND EXPENDITURES BY DEPARTMENT**

<b><u>DEPARTMENTS:</u></b>	<b><u>Actual 2009-10</u></b>	<b><u>Actual 2010-11</u></b>	<b><u>Estimate 2011-12</u></b>	<b><u>Budget 2012-13</u></b>
City Council	160,044	152,609	137,756	124,820
City Manager*	37,109,795	44,321,310	27,750,453	39,718,796
City Attorney	1,370,869	1,337,263	1,433,361	1,165,058
City Clerk	619,722	530,897	487,992	742,088
City Treasurer	96,369	93,148	184,401	183,516
Finance	4,099,270	3,911,033	3,628,242	3,661,803
Human Resources	5,305,879	5,711,611	5,545,665	6,015,079
Information Technology	2,531,454	2,856,692	2,276,255	2,576,256
Library Services	3,960,152	3,773,725	3,892,092	3,871,433
Fire	25,119,792	25,290,823	25,149,392	25,662,549
Police	36,474,973	36,021,664	37,274,217	37,602,795
Public Works	59,297,292	69,000,333	58,130,062	55,602,868
Community Development*	3,939,660	3,967,338	3,728,265	5,108,037
Community Services	10,071,576	9,764,147	8,103,281	8,008,553
Non Departmental	4,056,473	3,672,121	5,086,709	5,321,553
	<b><u>194,213,320</u></b>	<b><u>210,404,714</u></b>	<b><u>182,808,143</u></b>	<b><u>195,365,204</u></b>

\* As a result of the elimination of the Orange RDA, the Economic Development Department has been dissolved and portions of that activity have been realigned to the City Manager's office and Community Development Department. As such, this financial summary reflects past fiscal activity for the Economic Development Department, which includes Redevelopment revenues/appropriations.

## HISTORICAL SCHEDULE OF EXPENDITURES BY FUND TYPE AND CATEGORY

	<u>Actual</u> <u>2009/10</u>	<u>Actual</u> <u>2010/11</u>	<u>Estimate</u> <u>2011/12</u>	<u>Budget</u> <u>2012/13</u>
<b><u>GENERAL FUND</u></b>				
Salaries and Benefits	70,279,780	68,909,837	71,385,261	73,696,871
Contractual Services	6,836,310	6,521,882	8,367,007	8,495,781
Miscellaneous Expenditures	1,610,924	1,793,846	1,930,958	2,007,000
Materials and Supplies	1,327,452	1,344,855	1,608,228	1,533,491
Debt Service	49,121	50,539	9,037	3,238
Capital Outlay	72,704	134,766	52,921	37,632
Capital Improvements	-	-	-	2,678,575
Internal Service Costs	4,302,064	4,686,810	3,834,939	-
<b><u>Total General Fund</u></b>	<b><u>84,478,355</u></b>	<b><u>83,442,535</u></b>	<b><u>87,188,351</u></b>	<b><u>88,452,588</u></b>
<b><u>SPECIAL REVENUE FUNDS</u></b>				
Salaries and Benefits	5,915,794	5,631,642	5,766,174	5,813,790
Contractual Services	7,880,836	7,528,384	7,803,868	3,763,993
Miscellaneous Expenditures	29,477	27,945	-	-
Materials and Supplies	534,038	497,201	672,732	614,305
Debt Service	142,250	131,488	163,927	131,488
Capital Outlay	328,305	250,114	290,884	157,565
Capital Improvements	5,027,992	6,381,574	6,987,949	6,372,012
Internal Service Costs	2,319,899	2,336,332	2,629,848	2,414,825
<b><u>Total Special Revenue Funds</u></b>	<b><u>22,178,591</u></b>	<b><u>22,784,680</u></b>	<b><u>24,315,382</u></b>	<b><u>19,267,978</u></b>
<b><u>CITY DEBT SERVICE FUND</u></b>				
City Debt Service	1,033,388	1,031,410	1,031,875	1,029,590
<b><u>Total City Debt Service Fund</u></b>	<b><u>1,033,388</u></b>	<b><u>1,031,410</u></b>	<b><u>1,031,875</u></b>	<b><u>1,029,590</u></b>
<b><u>CAPITAL PROJECTS FUNDS</u></b>				
Salaries and Benefits	3,696	10,585	-	9,410
Contractual Services	105,821	371	2,780	4,400
Miscellaneous Expenditures	3,025	3,025	4,400	-
Capital Improvements	12,113,598	23,584,073	3,747,751	23,816,290
Internal Service Costs	1,510	926	812	279
<b><u>Total Capital Projects Funds</u></b>	<b><u>12,227,650</u></b>	<b><u>23,598,980</u></b>	<b><u>3,755,743</u></b>	<b><u>23,830,379</u></b>

## HISTORICAL SCHEDULE OF EXPENDITURES BY FUND TYPE AND CATEGORY

	Actual 2009/10	Actual 2010/11	Estimate 2011/12	Budget 2012/13
<b><u>ENTERPRISE FUNDS</u></b>				
Salaries and Benefits	5,493,311	4,717,581	5,298,977	5,303,272
Contractual Services	2,369,949	2,365,573	3,386,423	3,458,123
Miscellaneous Expenditures	65,934	64,752	3,500	8,000
Materials and Supplies	13,739,806	13,436,645	15,841,216	15,765,016
Debt Service	58,239	2,251,177	54,514	52,781
Capital Outlay	556,849	374,595	856,217	856,217
Capital Improvements	1,813,936	384,922	1,735,000	3,390,000
Internal Service Costs	1,291,621	1,612,014	1,572,542	1,474,549
<b><i>Total Enterprise Funds</i></b>	<b><u>25,389,645</u></b>	<b><u>25,207,259</u></b>	<b><u>28,748,389</u></b>	<b><u>30,307,958</u></b>
<b><u>INTERNAL SERVICE FUNDS</u></b>				
Salaries and Benefits	2,079,878	2,022,055	2,800,179	3,188,280
Contractual Services	1,943,247	1,854,606	2,149,975	2,141,975
Miscellaneous Expenditures	3,384,040	3,675,611	3,476,918	3,956,918
Materials and Supplies	1,553,169	1,437,320	1,868,205	1,866,105
Debt Service	52,773	47,736	312,945	18,041
Capital Outlay	2,855,582	252,300	36,999	37,000
Capital Improvements	835,671	1,219,032	519,999	770,000
Internal Service Costs	444,019	522,253	493,568	479,902
<b><i>Total Internal Service Funds</i></b>	<b><u>13,148,379</u></b>	<b><u>11,030,913</u></b>	<b><u>11,658,788</u></b>	<b><u>12,458,221</u></b>
<b><u>REDEVELOPMENT (SUCCESSOR) FUNDS</u></b>				
Salaries and Benefits	2,387,702	2,406,571	2,230,053	1,051,972
Contractual Services	1,011,758	1,051,177	1,304,498	905,725
Miscellaneous Expenditures	8,469,528	2,072,645	2,271,586	24,050
Materials and Supplies	48,589	42,751	72,350	10,400
Debt Service and Pass Through Agreements	14,693,663	15,581,439	16,995,128	8,033,077
Capital Outlay	1,013	-	-	-
Capital Improvements	9,087,647	22,064,284	3,132,403	9,901,369
Internal Service Costs	57,412	90,070	103,597	91,897
<b><i>Total Redevelopment Funds</i></b>	<b><u>35,757,312</u></b>	<b><u>43,308,937</u></b>	<b><u>26,109,615</u></b>	<b><u>20,018,490</u></b>
<b>GRAND TOTAL</b>	<b><u>194,213,320</u></b>	<b><u>210,404,714</u></b>	<b><u>182,808,143</u></b>	<b><u>195,365,204</u></b>

## HISTORICAL SCHEDULE OF EXPENDITURES BY FUND TYPE AND FUND

	<u>Actual 2009/10</u>	<u>Actual 2010/11</u>	<u>Estimate 2011/12</u>	<u>Budget 2012/13</u>
<b><u>GENERAL FUND</u></b>				
General Fund - 100	84,478,355	83,442,535	87,188,351	88,452,588
<b><u>Total General Fund</u></b>	<b><u>84,478,355</u></b>	<b><u>83,442,535</u></b>	<b><u>87,188,351</u></b>	<b><u>88,452,588</u></b>
<b><u>SPECIAL REVENUE FUNDS</u></b>				
Document Management Fee Fund - 110	-	145,519	16,929	54,748
Proposition 172 Fund - 120	803,751	442,918	518,062	677,241
Emergency Transport Program Fund - 125	1,585,903	1,647,334	2,004,623	1,935,413
OCPT Building Maintenance Fund - 150	3,527	1,021	9,443	9,262
Sanitation and Sewer Fund - 220	5,085,931	4,779,075	5,630,662	5,362,579
Solid Waste Fund - 222	4,436,105	4,106,063	4,157,000	-
Air Pollution Reduction Fund - 245	184,588	147,833	214,412	148,695
Traffic Improvement - Measure M Fund - 262	1,807,546	1,266,797	2,099,514	356,317
Traffic Improvement - Measure M2 Fund - 263	-	-	-	2,679,955
Gas Tax Maintenance Fund - 270	1,343,925	1,355,243	1,582,085	1,666,016
Gas Tax Construction Fund - 271	502,509	498,789	346,242	363,810
Gas Tax - Proposition 111 Fund - 272	939,176	(7,652)	1,720,975	1,497,900
County/OCTA Gas Tax Fund - 273	1,612,735	1,481,948	1,630,255	1,454,251
TSIP Area "B" Fund - 284	46,325	45,541	470,000	250,000
TSIP Area "C" Fund - 285	29,698	524,541	725,000	250,000
TSIP Area "D" Fund - 286	365,878	1,252,850	72,240	-
Santiago Hills Lndscape Maint District Fund - 291	574,374	549,055	579,124	573,115
Sycamore Crossing Lndscape Maint District Fund - 293	51,637	51,656	36,420	35,618
Del Rio Landscape Maintenance District Fund - 294	-	-	-	108,000
CDBG/HOME - Funds 310-318	1,476,809	1,367,211	1,763,347	1,592,914
Traffic Congestion Relief - 340	534,797	2,587,937	466,000	-
Traffic Safety Fund - 350	34,620	9,012	6,833	6,676
Federal Police Grants - 353	108,866	7,335	15,826	546
AB 3229 COPS/State Grant Fund - 354	232,624	112,221	-	8,346
Asset Seizure Funds - 355-357	417,267	412,433	250,390	236,576
<b><u>Total Special Revenue Funds</u></b>	<b><u>22,178,591</u></b>	<b><u>22,784,680</u></b>	<b><u>24,315,382</u></b>	<b><u>19,267,978</u></b>
<b><u>CITY DEBT SERVICE FUND</u></b>				
City Debt Service Fund - 400	1,033,388	1,031,410	1,031,875	1,029,590
<b><u>Total City Debt Service Fund</u></b>	<b><u>1,033,388</u></b>	<b><u>1,031,410</u></b>	<b><u>1,031,875</u></b>	<b><u>1,029,590</u></b>
<b><u>CAPITAL PROJECTS FUNDS</u></b>				
Capital Projects Fund - 500	2,110,840	638,516	-	457,625
Park Acquisition and Development Fund - 510/511	1,521,126	72,342	669,112	307,410
Sewer Construction Fund - 520	-	-	87,112	3,000
Storm Drain Fund - 530	-	644	-	-
Old Towne Parking Facility Fund - 540	3,862	889	1,057	7,184
Reimbursable Capital Projects Fund - 550	8,286,507	9,669,569	2,941,527	22,838,255
County Parks Fund - 551	12,397	-	-	-
Fire Facility Area Fees Fund - 560	287,496	653,384	-	210,000



## HISTORICAL SCHEDULE OF EXPENDITURES BY FUND TYPE AND FUND

	<u>Actual 2009/10</u>	<u>Actual 2010/11</u>	<u>Estimate 2011/12</u>	<u>Budget 2012/13</u>
<b><u>CAPITAL PROJECTS FUNDS (Cont.)</u></b>				
Police Facility Fees Fund - 570	3,305	3,372	6,935	6,905
Library Facility Fees Fund - 573	1,965	29,450	50,000	-
800 MHz Fund - 575	146	-	-	-
Serrano Heights CFD 91-2 - 594	6	-	-	-
Del Rio C.F.D. 06-1 - 597	-	12,530,814	-	-
	<u>12,227,650</u>	<u>23,598,980</u>	<u>3,755,743</u>	<u>23,830,379</u>
<b><u>ENTERPRISE FUNDS</u></b>				
Water Utility Operations Fund - 600	23,569,776	24,816,748	27,013,203	26,917,803
Water Capital Projects Fund - 601	1,819,869	390,511	1,735,186	3,390,155
	<u>25,389,645</u>	<u>25,207,259</u>	<u>28,748,389</u>	<u>30,307,958</u>
<b><u>INTERNAL SERVICE FUNDS</u></b>				
Equipment Expense Fund - 710	2,573,105	2,392,874	2,848,396	2,945,069
Equipment Replacement Fund - 720	2,974,894	383,840	429,369	137,642
Major Building Improvements Fund - 725	84,068	102,846	120,000	120,000
Self Insurance - Workers Compensation Fund - 730	2,570,053	3,180,953	2,260,972	2,753,849
Self Insurance - Liability Fund - 740	1,120,574	1,021,820	1,839,821	1,815,445
Self Insurance - Dental Fund - 752	501,286	458,435	417,290	414,471
Employee Accrued Liability Fund - 760	789,945	591,025	1,418,921	1,692,454
Information Systems Operations Fund - 780	1,783,039	1,784,803	1,925,587	1,929,291
Computer Replacement Fund - 790	751,415	1,114,317	398,432	650,000
	<u>13,148,379</u>	<u>11,030,913</u>	<u>11,658,788</u>	<u>12,458,221</u>
<b><u>REDEVELOPMENT (SUCCESSOR) FUNDS</u></b>				
Housing Setaside Loans & Grants Fund - 913	1,289,579	200,087	363,450	71,000
Tustin Taxable Projects Fund - 914	-	1,100,000	32,405	35,369
Affordable Housing - 916	-	-	-	65,000
ORA Merged Projects Fund - 940	5,560,512	21,017,228	6,939,931	6,937,759
ORA Merged Housing Fund - 941	1,054,824	1,006,750	940,264	375,875
NW & SW Merged 2003 Taxable Bonds - 942	1,318,016	252,770	-	-
NW & SW Merged 2003 Tax Exempt Bonds - 943	58,785	43,693	-	-
NW & SW Merged 2008 Tax Exempt Bonds - 944	4,247,818	4,857,598	1,500,000	5,500,000
ORA Merged Debt Service Fund - 987	22,227,778	14,830,811	16,333,565	7,033,487
	<u>35,757,312</u>	<u>43,308,937</u>	<u>26,109,615</u>	<u>20,018,490</u>
<b>GRAND TOTAL</b>	<b>194,213,320</b>	<b>210,404,714</b>	<b>182,808,143</b>	<b>195,365,204</b>



**Council**

## CITY COUNCIL

### **MISSION**

---

The City of Orange is committed to excellent service for our residents, businesses and visitors.

### **DEPARTMENT GOALS**

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1. Determine the best use and allocation of the City of Orange financial and human resources.
2. Continue to maintain and enhance the City's fiscal standing by supporting and fostering the business community.
3. Provide community leadership and sound planning for the City's future.
4. Continue to support efforts to reduce the City's crime rate and eliminate blight.
5. Respond to changes in community needs in a timely manner.
6. Develop sound policies that maintain and preserve prized community assets for future generations.
7. Work cooperatively with other governments to improve service delivery to Orange residents and businesses.
8. Actively promote and support State and Federal legislation that reduces unnecessary regulations and unfunded mandates.
9. Increase the City's visibility and presence in changing regional local governance issues.
10. Serve as stewards of the public trust, conducting City business in an open, fair and ethical manner.
11. Expand park and trail facilities to provide greater community recreational opportunities.

### **ACCOMPLISHMENTS FOR 2011-12**

---

1. Adopted an annual City budget for FY 12-13 which is responsive to the most critical needs of the City and is fiscally conservative and responsible.
2. Enhanced the City's economic base by attracting quality tenants at the Outlets at Orange such as Nordstrom Rack, Thrill It Fun Center, Hurley Factory Outlet, Sports Authority, Banana Republic Outlet Store, O'Neill Outlet, Calvin Klein Company Store, DKNY Company Store and the Guitar Center.
3. Led the effort to open Wahoo's Restaurant in Old Towne which is located in the restored and converted historic 125-year old Vineland Hotel.
4. Guided the completion of the Steve Ambriz Memorial Park.
5. Guided the completion of the long-awaited Santiago Creek Trail project.
6. Guided the completion of several critical roadway capital projects including South Main Street widening project, Tustin/Chapman intersection widening project, and the Tustin/Meats intersection widening project.
7. Completed two comprehensive organizational assessments – one focusing on police services and one focusing on development services.
8. Conducted a thorough review of Library operations in order to expand operating hours to the public including assessing alternative service delivery options.
9. Continued to implement the 2010 General Plan including adoption of Mixed Use Zoning Standards and rezoning to Mixed Use zones and consideration of Old Towne residential rezoning.
10. Established the Successor Agency to the Redevelopment Agency which is responsible to wind down the activities of the former RDA.
11. Continued to present a variety of highly regarded and well attended community events such as the Holiday Tree Lighting Ceremony, 3<sup>rd</sup> of July Celebration, Concerts in the Park, Harvest Festival and Veterans Day Celebration.

## **MAYOR AND CITY COUNCIL**

### **MAYOR AND MEMBERS OF THE CITY COUNCIL**

Carolyn V. Cavecche, Mayor  
Denis Bilodeau, Mayor pro tem  
Teresa "Tita" Smith, Councilmember  
Jon Dumitru, Councilmember  
Fred Whitaker, Councilmember

## CITY COUNCIL

### SCHEDULE OF POSITIONS

	APPROVED 2010-11	APPROVED 2011-12	BUDGET 2012-13
<b>Elected Officials:</b>			
* Council Member	4.000	4.000	4.000
* Mayor	1.000	1.000	1.000
<b>Total City Council</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>
* Elected officials			

## CITY COUNCIL

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b><u>Actual 2009-10</u></b>	<b><u>Actual 2010-11</u></b>	<b><u>Estimate 2011-12</u></b>	<b><u>Budget 2012-13</u></b>
Salaries & Benefits	148,928	139,175	124,633	112,129
Maintenance & Operations	11,116	13,434	13,123	12,691
<b>Total Department</b>	<b><u>160,044</u></b>	<b><u>152,609</u></b>	<b><u>137,756</u></b>	<b><u>124,820</u></b>
<b><u>DEPARTMENT PROGRAMS:</u></b>				
0101 City Council	<u>160,044</u>	<u>152,609</u>	<u>137,756</u>	<u>124,820</u>
<b>Total Department</b>	<b><u>160,044</u></b>	<b><u>152,609</u></b>	<b><u>137,756</u></b>	<b><u>124,820</u></b>
<b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
100 General Fund	137,614	131,573	134,336	124,820
940 Orange Merged Capital Projects	14,952	14,025	3,420	-
941 Orange Merged Housing	<u>7,478</u>	<u>7,011</u>	-	-
<b>Total Funding</b>	<b><u>160,044</u></b>	<b><u>152,609</u></b>	<b><u>137,756</u></b>	<b><u>124,820</u></b>

## CITY COUNCIL | CITY GOVERNMENT

### **PROGRAM DESCRIPTION**

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The City Council provides policy direction for the City of Orange and enacts all municipal legislation. The City Council serves in a quasi-judicial role on certain administrative appeals. The City Council directs the administration of its policy decisions through the City Manager for delegation to appropriate City staff.

### **SERVICE OBJECTIVES**

---

1. Provide for financial stability through strong financial oversight and strategic planning.
2. Provide the resources required to maintain and improve the City's infrastructure, public safety and City services.
3. Continue the City's interest in the development of a business retention and attraction program through active Council participation.
4. Support legislation that benefits City and local government service delivery.
5. Approve business, industrial and residential developments that strengthen the City's financial future and integrates land uses while not overextending existing and planned public infrastructure.
6. Recognize exemplary service by City employees through an employee recognition program.
7. Maintain the City's website to ensure that Orange residents and businesses maintain access and are connected to the City.
8. Conduct City Council meetings in a manner that recognizes legitimate differences of opinion yet fosters mutual respect and courtesy among all participants.

### **WORK PLAN FOR 2012-13**

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1. Provide policy direction that ensures financial stability while preserving community character and maintaining a positive organizational direction through June 2013. [2a]
2. Lead in the implementation of the recommendations from the two recently completed comprehensive organization assessments (police services and development services) through June 2013. [1a, 4a]
3. Work closely with the State of California legislative representatives representing Orange to ensure that the needs of Orange residents and business are addressed through June 2013. [4d]
4. Provide legislative leadership that ensures maximum accomplishment of the City Mission Statement and goals through June 2013. [4d]
5. Monitor the planning and development of the Depot Parking Structure which will serve Metrolink patrons and Old Towne commercial district customers by June 2013. [4b]
6. Evaluate options to assist businesses with processing City land use entitlements and other business development activities by June 2013. [2e]
7. Enhance the City's economic base by continuing to attract quality businesses to the City's commercial corridors and industrial areas through June 2013. [2c]
8. Act as the Successor Agency to the Redevelopment Agency, responsibly and proactively wind down the activities of the former RDA to minimize the fiscal impacts to the City's general fund through June 2013. [4a]



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**City  
Manager**



## CITY MANAGER

### **MISSION**

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To serve the City with strong leadership and vision.

### **DEPARTMENT GOALS**

---

1. Support the City Council in their representation of 138,000 residents and 13,000 businesses through effective implementation of their policy direction.
2. Maintain and develop a management team that is committed to providing high customer service while working together to meet the ever-changing needs of the City.
3. Provide the leadership for an organization committed to serving the community.
4. Constantly work to enhance the financial position of the City.
5. Foster and promote the Strategic Plan and lead in the implementation of its strategies.
6. Maintain and enhance the City's character by protecting the community's public and private assets.
7. Ensure that the City is a place where residents feel safe, where business thrives and where people have a sense of community.
8. Maintain a business environment and balanced economy conducive to business.
9. Increase the City's economic base through business retention, expansion and diversification.
10. Stimulate commercial/retail business activity.
11. Increase and improve housing and employment opportunities for Orange residents.
12. Promote the distinct identity of the City of Orange.
13. Facilitate wind down activities of the former Orange Redevelopment Agency

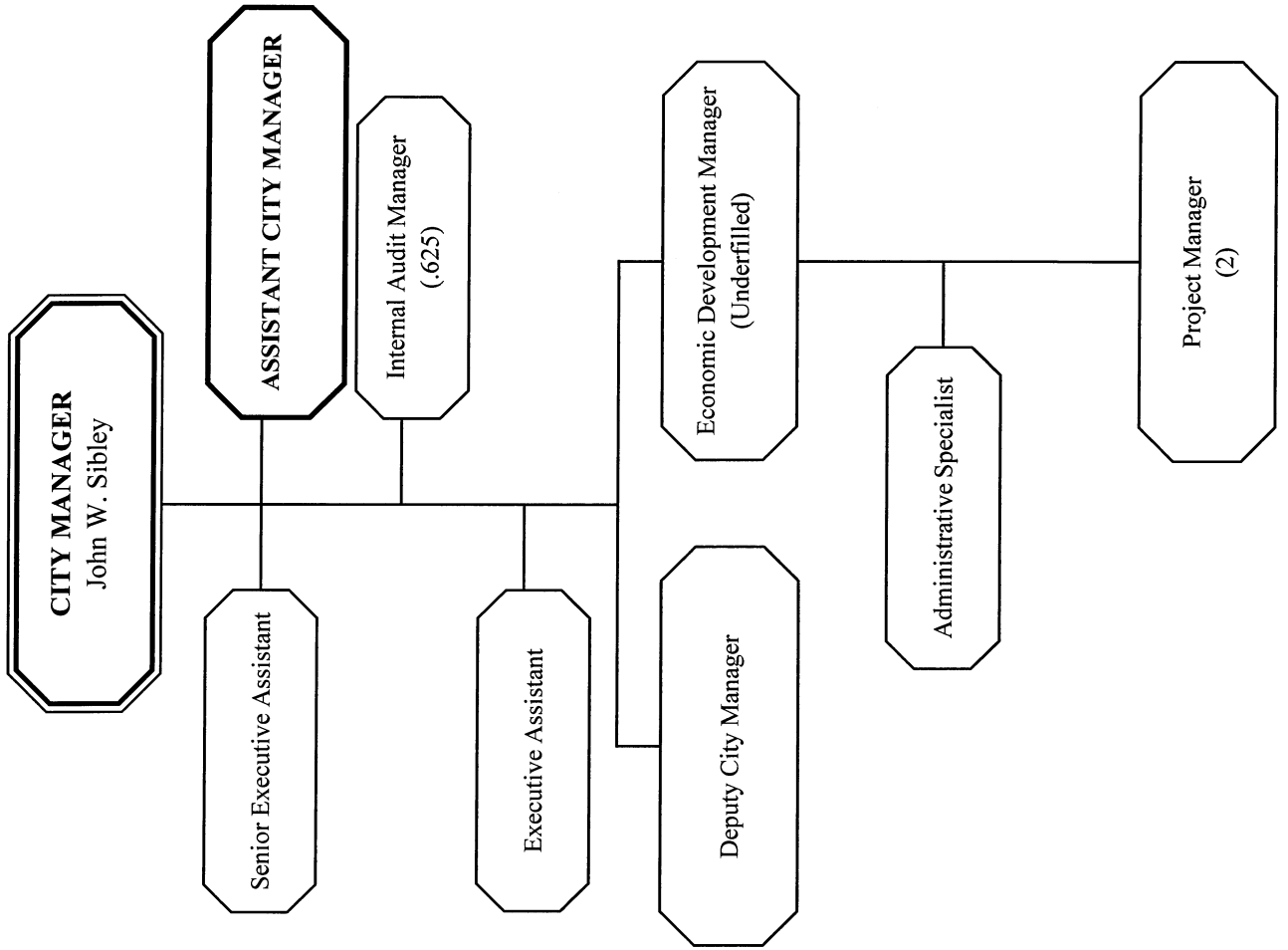
### **ACCOMPLISHMENTS FOR 2011-12**

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1. Completed the FY 2012-13 City Budget preparation, development and approval process.
2. Provided continuous financial status reports to the City Council.
3. Continued to implement a hiring freeze, however worked with the departments regarding the reallocation of staffing resources in response to filling critical roles.
4. Provided leadership to the labor negotiation process which resulted in agreements with five labor groups.
5. Led the assessment of the operational and fiscal impacts of the dissolution of the Redevelopment Agency.
6. Completed the preparation of two organizational assessment studies – one focusing on police services and one focusing on development-related services.
7. Provided leadership for the design process for the proposed expansion of parking facilities supporting the Metrolink/Orange Depot.
8. Led the quarterly CIP review roundtable, a meeting with representatives from nearly all city departments to review the status of key CIP projects to ensure coordination and manage workload.
9. Implemented a new Information Technology Outsourcing contract.
10. Implemented new on-line services to improve the public's accessibility to City services and information
11. Participated in the North Orange County Cities partnership effort in looking at opportunities to jointly conduct projects and purchases.
12. Provided leadership for several development related activities including Wahoo's Fish Taco, the "Fourth Leg" realignment at The Block, CHOC Hospital and Chapman University.

13. Completed leadership to support the construction and opening of Hurley Factory Outlet, Nordstrom Rack, Sports Authority, Banana Republic Outlet Store, O'Neill Outlet, Calvin Klein Company Store, DKNY Company Store, and Guitar Center and rebranding of the new Outlets at Orange.
14. Established the Successor Agency to the Orange Redevelopment Agency and the Successor Housing Agency.
15. Established the Oversight Board of the Successor Agency to the Orange Redevelopment Agency.
16. Completed and received approvals of the Initial Recognized Obligation Payment Schedule and the Second Recognized Obligation Payment Schedule in accordance with ABx1 26.

# CITY MANAGER



## CITY MANAGER

### SCHEDULE OF POSITIONS

	APPROVED 2010-11	APPROVED 2011-12	BUDGET 2012-13
<b>Regular Full-Time:</b>			
^ Administrative Specialist	0.000	0.000	1.000
Assistant City Manager	1.000	1.000	1.000
City Manager	1.000	1.000	1.000
Deputy City Manager	1.000	1.000	1.000
^ Economic Development Director	0.000	0.000	1.000
^ Economic Development Project Mgr.	0.000	0.000	2.000
Executive Assistant	1.000	1.000	1.000
° Intergovernmental & Comm. Affairs Mgr.	1.000	1.000	0.000
Senior Executive Assistant	1.000	1.000	1.000
<i>Regular Full-Time Sub-Total</i>	<i>6.000</i>	<i>6.000</i>	<i>9.000</i>
<b>Regular Part-Time (FTE):</b>			
° Administrative Specialist	0.880	0.875	0.000
Internal Audit Manager	0.630	0.625	0.625
<i>Regular Part-Time Sub-Total</i>	<i>1.510</i>	<i>1.500</i>	<i>0.625</i>
<b>Total City Manager</b>	<b>7.510</b>	<b>7.500</b>	<b>9.625</b>

^ As a result of the disbanding of the RDA, 4 positions have been moved to the City Managers department

° Eliminated: 1 Intergovernmental & Comm Affairs Manager and .875 Administrative Specialist

## CITY MANAGER DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b><u>Actual 2009-10</u></b>	<b><u>Actual 2010-11</u></b>	<b><u>Estimate 2011-12</u></b>	<b><u>Budget 2012-13</u></b>
Salaries & Benefits	2,370,284	2,195,153	2,393,381	1,467,506
Maintenance & Operations	10,085,835	3,735,066	3,749,723	1,266,844
Capital Outlay	40,923	35,064	67,840	-
<b>Total Operating Budget</b>	<b>12,497,042</b>	<b>5,965,283</b>	<b>6,210,944</b>	<b>2,734,350</b>
Capital Improvements*	9,933,650	24,394,663	6,144,382	28,951,369
Debt Service	7,885,461	8,085,769	8,050,385	8,033,077
Pass Through Agreements	6,793,642	5,875,595	7,344,742	-
<b>Total Department*</b>	<b><u>37,109,795</u></b>	<b><u>44,321,310</u></b>	<b><u>27,750,453</u></b>	<b><u>39,718,796</u></b>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
0201 City Manager	1,092,026	987,748	1,077,304	928,983
0211 Internal Audit Function	44,700	41,237	75,374	79,841
0218 Economic Development	-	-	-	200,000
9640 CDBG Administration	252,125	161,896	244,150	-
9645 CDBG Public Service Grants/Projec	597,703	916,654	1,119,953	-
9652 CDBG - Deferred Rehab Loans	160,873	3,593	30,945	-
9653 CDBG - HOPP & HAP Programs	55,913	1,445	(30,945)	-
9660 Federal HOME Program	410,195	283,623	399,244	-
9810 Administration & Project Devel.*	12,498,225	27,330,811	8,763,876	31,476,485
9890 Debt Service and Pass Throughs	21,998,035	14,594,303	16,070,552	7,033,487
<b>Total Department*</b>	<b><u>37,109,795</u></b>	<b><u>44,321,310</u></b>	<b><u>27,750,453</u></b>	<b><u>39,718,796</u></b>

\* As a result of the elimination of the Orange RDA, the Economic Development Department has been dissolved and portions of that activity have been realigned to the City Manager's office. As such, this financial summary reflects past fiscal activity for the Economic Development Department, which includes Redevelopment revenues/appropriations.

## CITY MANAGER

### Financial Summary

<b><u>DEPARTMENT FUNDING SOURCES:</u></b>		<b><u>Actual 2009-10</u></b>	<b><u>Actual 2010-11</u></b>	<b><u>Estimate 2011-12</u></b>	<b><u>Budget 2012-13</u></b>
100	General Fund	920,304	773,277	1,006,280	1,020,765
310	Comm. Development Block Grant	849,828	1,078,550	1,353,187	-
311	Recovery/Reinvestment Grant	315,864	30,084	-	-
315	CDBG Deferred Loan Fund	216,786	5,038	-	-
317	H O M E Federal Grant Fund	16,287	23,249	410,160	-
318	Homelessness Prev./Rehousing	78,044	230,290	-	-
550	Reimbursable Capital Projects*	-	-	-	19,050,000
780	Information Systems	-	42,428	49,331	53,035
913	Housing Setaside Loans & Grants	1,289,579	200,087	363,450	71,000
914	Tustin Taxable Projects	-	1,100,000	32,405	35,369
940	Orange Merged Capital Projects	4,943,944	20,254,876	6,155,246	6,661,652
941	Orange Merged Housing	626,762	598,559	546,829	293,488
942	Merged 2003 Taxable Bonds	1,318,016	252,770	-	-
943	Merged 2003 Tax Exempt Bonds	58,785	43,693	-	-
944	Merged 2008 Tax Exempt Bonds	4,247,818	4,857,598	1,500,000	5,500,000
987	Orange Merged Debt Service	<u>22,227,778</u>	<u>14,830,811</u>	<u>16,333,565</u>	<u>7,033,487</u>
<b>Total Funding*</b>		<b><u>37,109,795</u></b>	<b><u>44,321,310</u></b>	<b><u>27,750,453</u></b>	<b><u>39,718,796</u></b>

\* As a result of the elimination of the Orange RDA, the Economic Development Department has been dissolved and portions of that activity have been realigned to the City Manager's office. As such, this financial summary reflects past fiscal activity for the Economic Development Department, which includes Redevelopment revenues/appropriations.

## CITY MANAGER | MANAGEMENT OF CITY OPERATIONS

### **PROGRAM DESCRIPTION**

---

The City Manager serves as the Council-appointed Executive Manager of the City. The City Manager is responsible for the administration and implementation of policies and programs adopted by the City Council; for providing timely and accurate information to the City Council, and for maintaining a valuable communication link that allows the Orange City Council to formulate policy, set direction, adopt programs and projects, and establish City service levels.

### **SERVICE OBJECTIVES**

---

1. Promote balanced economic growth to enhance the long-term fiscal resources of the City.
2. Provide leadership that emphasizes customer service at all levels of the organization.
3. Continue to provide the necessary resources for the public safety operations to ensure that the City remains one of the safest communities to live, work and visit.
4. Through the development and implementation of a strategic plan, establish an organization comprehensive structure that can respond to the many needs of the community.
5. Evaluate programs and services that may provide improvements to delivery of service.
6. Develop strategies that maintain the viability of community assets.

### **WORK PLAN FOR 2012-13**

---

1. Work with the City Council and Department Heads to ensure short-term and long-term organizational and financial stability by June 2013. [2a, 4d]
2. Lead the development of the FY 2012-13 Operating and Capital Improvement Budgets BY June 2013. [2a]
3. Provide the City Council with frequent financial status reports for the FY 12-13 budget as well as updates to a multi-year revenue and expenditure projection model by June 2013. [2a]
4. Continue to communicate the City financial status to City staff and to the community by June 2013. [4a, 4d]
5. Lead the implementation and oversight of the Orange Successor Agency and continue to address the impacts of the dissolution of the Orange Redevelopment Agency through June 2013. [2a]
6. Continue to implement the recommendations of the two organizational assessment studies where financially and operationally feasible through June 2013. [2a, 3e]
7. Promote business development outreach to facilitate retention and attraction efforts that will generate new property tax revenue, new local sales tax revenue and the creation of new employment opportunities through June 2013. [2e]
8. Guide the planning and development of the Depot Parking Structure which will serve Metrolink patrons and Old Towne commercial district customers by June 2013. [4b]
9. Monitor and address critical regional and state-wide issues that impact Orange, such as pension legislation, water quality and storm runoff issues and the activities of adjacent cities through June 2013. [4d]
10. Continue to facilitate the enhancement of customer service delivery throughout the organization through June 2013. [4b, 4d]
11. Continue to implement new on-line services to improve the public's accessibility to City services and information through June 2013. [4c]
12. Participate in regional partnerships with such groups as the North Orange County Cities as a means to providing municipal services in the most cost efficient and effective manner through June 2013. [4d]

## CITY MANAGER | INTERNAL AUDIT

### **PROGRAM DESCRIPTION**

---

The Internal Audit program provides a framework to determine the adequacy and effectiveness of internal controls through an on-going and comprehensive internal assessment of operations within each department, including the monitoring of contractor compliance.

### **SERVICE OBJECTIVES**

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1. Audit appropriate financial provisions of contractual services or other City business relationships.
2. Audit citywide internal control systems including, but not limited to, purchasing, personnel, payroll, disbursements, cash receipts, and treasury transactions.
3. Assess and monitor electronic data processing controls.
4. Coordinate audits of revenue sources.
5. Audit any decentralized financial operations and department-managed inventories.
6. Evaluate the strength and effectiveness of internal controls in all City departments.
7. Assist City departments to develop and implement cost-effective, practical solutions to business issues and needs.
8. Interface with the City's external auditors and the City's Audit Committee.

### **WORK PLAN FOR 2012-13**

---

1. Prepare annual report from the Audit Committee to the City Council by July 2012. [2a]
2. Coordinate specific internal audits as identified in the FY 12-13 Audit Plan by June 2013. [2a]



## CITY MANAGER | ECONOMIC DEVELOPMENT

### PROGRAM DESCRIPTION

On June 29, 2011, the State of California enacted Assembly Bill X1 26 (ABx1 26) which dissolved redevelopment agencies statewide and designated Successor Agencies to “wind-down” activities of the former redevelopment agencies. The Economic Development division is responsible for activities of the Successor Agency to the Orange Redevelopment Agency as required by ABx1 26 and the provision of economic development programs throughout the City.

### SERVICE OBJECTIVES

1. Comply with the California Health & Safety Code as amended by ABx1 26.
2. Provide administrative staff support to the Oversight Board of the Successor Agency to the Orange Redevelopment Agency.
3. Maintain relationships with local real estate, development, retail, and business communities as well as local property owners.
4. Manage assets owned by the Successor Agency to the Orange Redevelopment Agency.
5. Market the City of Orange to encourage business development activities including attraction, retention and expansion.
6. Ensure compliance with existing development agreements and loan agreements of the Successor Agency to the Orange Redevelopment Agency.

### WORK PLAN FOR 2012-13

1. Prepare Recognized Obligation Payment Schedules (ROPS) and Administrative Budget according to deadlines and procedures outlined ABx1 26 through June 2013. [2a]
2. Manage and dispose of Successor Agency owned assets in an expeditious manner that maximizes value through June 2013. [2d]
3. Continue to identify and pursue redevelopment opportunities throughout the Project Area that will generate new property taxes, new local sales tax revenue and the creation of new employment opportunities through June 2013. [2e]
4. Promote business development outreach with the local brokerage community to facilitate retention efforts of businesses seeking expansion opportunities through June 2013. [2e]
5. Coordinate closely with Community Development, Public Works, and other departments on the processing of projects within the Project Area and other projects that support economic development in the City through June 2013. [2e]
6. Continue to work with property owners to facilitate development opportunities along the Katella Gateway area (Orange SR-57 Freeway to Main Street) through June 2013. [2e]
7. Continue to identify and attract development of medical related uses along the South Main Street/West Chapman Avenue corridor through June 2013. [2e]
8. Work with owners of The Block at Orange through June 2013 to complete expansion plans and reimagining of the center to become The Outlets at Orange. [2e]
9. Work closely with property owners and other stakeholders regarding the continuing enhancement of the Old Towne Orange business environment through June 2013. [2e]
10. Work collaboratively with Old Towne property owners and merchants to address parking in Old Towne, including completion of design and environmental review of a proposed Metrolink parking structure on the Lemon Street parking lot, and secure approval and funding from OCTA and other funding sources for construction of the parking structure through June 2013. [2e]



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**City  
Attorney**

## CITY ATTORNEY

### MISSION

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To be an effective and impartial legal representative for the City of Orange, as governed by its Council and managed by its staff. To uphold the State and Federal constitutions and all laws consistent with those constitutions.

### DEPARTMENT GOALS

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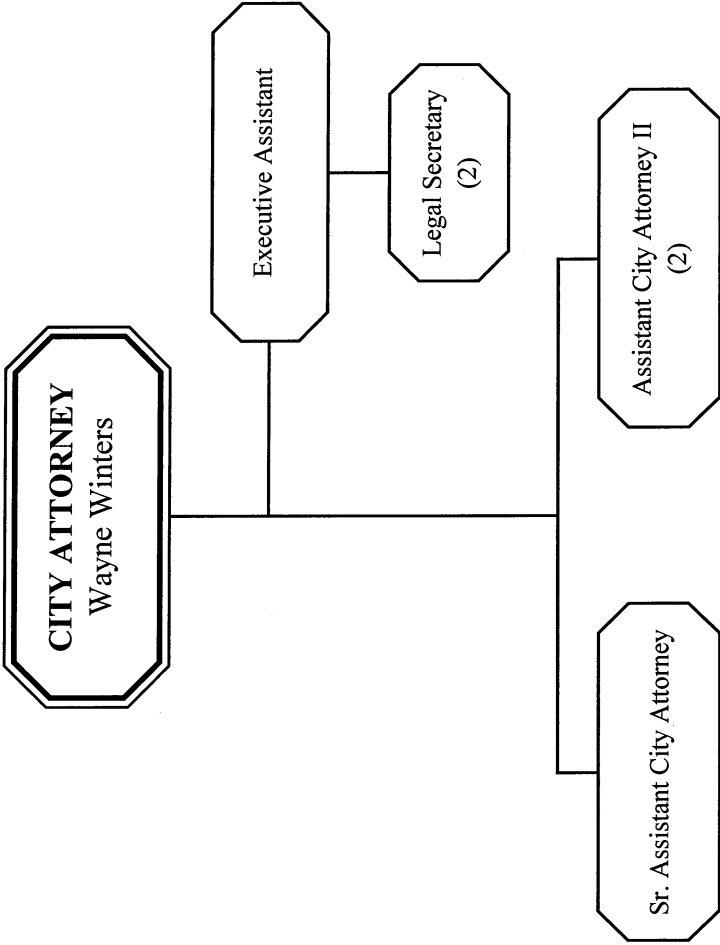
1. Maintain open communications with the City Council, the Planning Commission and other advisory bodies and with all City Departments to assist them in developing solutions to achieve and implement their respective goals and programs.
2. Provide high quality and timely legal services to the City Council, Planning Commission and other advisory bodies and to all City Departments.
3. Effectively represent the interests of the City in direct handling of litigation and administrative proceedings.
4. Maintain effective cost control for all City legal services including effective management and monitoring of outside legal counsel services and costs.
5. Maintain the highest level of professional competence via a program of continuing legal education.
6. Develop and maintain public confidence in the City Attorney's Office.
7. Offer periodic training on a wide variety of subjects as a preventative measure against legal claims and to enhance efficiency and fairness.

### ACCOMPLISHMENTS FOR 2011-12

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1. Assisted in closing, through misdemeanor prosecutions, all known medical marijuana dispensaries in the City.
2. The number of sober living facilities in single family residences has, over the past three years, been reduced from 17 unpermitted facilities to 5 permitted facilities which appear to be operating without issues and in accordance with appropriate industry standards.
3. Assisted in negotiating property purchases for Main Street widening and Santiago Creek Bike Trail and drafted agreements relating to same.
4. Drafted revised International Street Fair Agreement
5. Did training with supervisors in claims and investigations of potential claims.
6. Implemented landlord party notice and follow through.

**CITY ATTORNEY**



## CITY ATTORNEY

### SCHEDULE OF POSITIONS

	APPROVED 2010-11	APPROVED 2011-12	BUDGET 2012-13
<b>Regular Full-Time:</b>			
* Assistant City Attorney II	2.000	2.000	2.000
City Attorney	1.000	1.000	1.000
Executive Assistant	1.000	1.000	1.000
Legal Secretary	2.000	2.000	2.000
Senior Assistant City Attorney	1.000	1.000	1.000
<b>Total City Attorney</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>

\* Of the 7 full-time equivalent (FTE) positions, 1 Assistant City Attorney II position is being held vacant and has not been budgeted in the 2012-13 fiscal year

## CITY ATTORNEY DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b><u>Actual 2009-10</u></b>	<b><u>Actual 2010-11</u></b>	<b><u>Estimate 2011-12</u></b>	<b><u>Budget 2012-13</u></b>
Salaries & Benefits	1,165,130	1,099,364	892,503	866,713
Maintenance & Operations	<u>205,739</u>	<u>237,899</u>	<u>540,858</u>	<u>298,345</u>
<b>Total Department</b>	<b><u><u>1,370,869</u></u></b>	<b><u><u>1,337,263</u></u></b>	<b><u><u>1,433,361</u></u></b>	<b><u><u>1,165,058</u></u></b>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
0301 Legal Services	<u>1,370,869</u>	<u>1,337,263</u>	<u>1,433,361</u>	<u>1,165,058</u>
<b>Total Department</b>	<b><u><u>1,370,869</u></u></b>	<b><u><u>1,337,263</u></u></b>	<b><u><u>1,433,361</u></u></b>	<b><u><u>1,165,058</u></u></b>
 <b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
100 General Fund	905,496	818,812	701,765	685,309
740 Self-Insurance Liability	284,288	284,301	397,782	382,454
940 Orange Merged Capital Projects	119,122	164,118	232,918	85,645
941 Orange Merged Housing	<u>61,963</u>	<u>70,032</u>	<u>100,896</u>	<u>11,650</u>
<b>Total Funding</b>	<b><u><u>1,370,869</u></u></b>	<b><u><u>1,337,263</u></u></b>	<b><u><u>1,433,361</u></u></b>	<b><u><u>1,165,058</u></u></b>

## CITY ATTORNEY | LEGAL SERVICES

### PROGRAM DESCRIPTION

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Legal Services provides legal advice and services to the City Council and all City advisory bodies, as well as the defense and initiation of lawsuits involving the City and their respective officers and employees.

### SERVICE OBJECTIVES

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1. Provide efficient and expeditious legal services to the City Council and all City advisory bodies and City departments by assigning members of the staff to respective fields based on their areas of expertise.
2. Provide maximum use of in-house staff to reduce the need and costs associated with the use of outside counsel.
3. Effectively supervise and monitor contract special counsel.
4. Minimize exposure to liability by practicing preventive law, providing workshops to City officers and employees and ensuring that employee complaints are appropriately investigated.
5. Provide minimum turnaround time on day-to-day legal service assignments without sacrificing quality and keeping requesters informed of progress of work as appropriate.
6. Review contracts and advise departments as to any legal ramifications of their contents.
7. Provide legal advice and services at meetings of the City Council, Planning Commission, ORA Successory, Traffic Commission, Park Planning Commission, DRC, SRC, and to other boards and committees as required.
8. Be involved early in personnel matters to reduce city exposure from personnel grievances and lawsuits.

### WORK PLAN FOR 2012-13

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1. Assist in update of sign code. [3c]
2. Provide training to supervisors re employee discipline/evaluations. [4d,4e]
3. Assist in wind down of Redevelopment Agency. [2a,2d]
4. Assist in processing of Rio Santiago Development. [1d, 3c,3e]
5. Review Title 2 of the Orange Municipal Code regarding City organization and propose updates to the Orange Municipal Code reflecting actual practice. [4d]
6. Review purchasing ordinance and propose changes to streamline. [2a]





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**City  
Clerk**

## CITY CLERK

### **MISSION**

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The City Clerk's Department is committed to providing exceptional customer service; promoting community involvement and awareness; supporting City Council and staff; coordinating the legislative process; administering City Elections; and managing City Records – all with integrity, accuracy, impartiality and professionalism.

### **DEPARTMENT GOALS**

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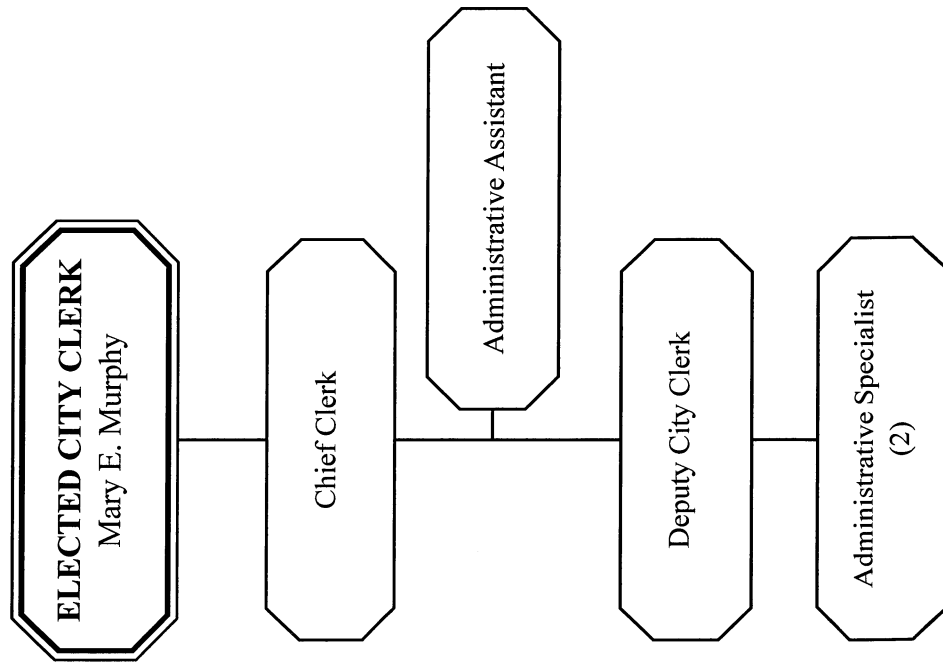
1. Perform effectively as the information focal point in all areas of City business for the City Council, staff and citizens of Orange.
2. Produce timely and accurate City Council/Successor Agency to the Orange Redevelopment Agency Agendas and Minutes in a manner for dissemination to the public.
3. Process and maintain City records in accordance with the laws of the State of California.
4. Codify and maintain the Orange Municipal Code.
5. Ensure that the City's legislative history is securely maintained.
6. Ensure that all State and local laws are adhered to.
7. Ensure that all City employees have access, and are adequately trained, on the purpose and use of the automated records management system.
8. Provide for short- and long-term, as well as permanent records storage for all City documents.
9. Provide enhanced access to the public process and records for members of the public.

### **ACCOMPLISHMENTS FOR 2011-12**

---

1. Prepared all legal documents for Council to call November, 2012 General Municipal Election; and compiled all election information and required forms to be issued to candidates during the filing period of July – August, 2012 for the November, 2012 General Municipal Election by June, 2012. [4d]
2. Updated Boards, Committees and Commissions Manual by March 2012. [4a]
3. Completed 2011 Citywide destruction of records as outlined in the City's Records Retention Policy and Schedules by February 2012. [4c]
4. Assisted other departments in effectively utilizing the City's Laserfiche Records Imaging and Retrieval system on an ongoing basis. [4c]
5. Implemented Granicus Streaming Video technology/program for live webcast, and archived Council and Planning Commission meetings via City's website by September, 2011. [4c]
6. Processed in excess of 1,000 passport applications. [4b]

# CITY CLERK



## CITY CLERK

### SCHEDULE OF POSITIONS

	APPROVED 2010-11	APPROVED 2011-12	BUDGET 2012-13
<b>Elected Official:</b>			
City Clerk	1.000	1.000	1.000
<b>Regular Full-Time:</b>			
Administrative Assistant	1.000	1.000	1.000
Administrative Specialist	2.000	2.000	2.000
Chief Clerk	1.000	1.000	1.000
Deputy City Clerk	1.000	1.000	1.000
° Senior Office Assistant	1.000	1.000	0.000
<i>Regular Full-Time Sub-Total</i>	6.000	6.000	5.000
<b>Total City Clerk</b>	<b>7.000</b>	<b>7.000</b>	<b>6.000</b>

° Eliminated: 1 Senior Office Assistant

## CITY CLERK DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b>Actual 2009-10</b>	<b>Actual 2010-11</b>	<b>Estimate 2011-12</b>	<b>Budget 2012-13</b>
Salaries & Benefits	539,259	390,725	394,595	520,363
Maintenance & Operations	80,463	140,172	93,397	221,725
<b>Total Department</b>	<b>619,722</b>	<b>530,897</b>	<b>487,992</b>	<b>742,088</b>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
0401 City Clerk	619,722	530,897	487,992	742,088
<b>Total Department</b>	<b>619,722</b>	<b>530,897</b>	<b>487,992</b>	<b>742,088</b>
 <b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
100 General Fund	569,388	499,891	459,291	736,440
940 Orange Merged Capital Projects	40,110	27,581	25,720	5,648
941 Orange Merged Housing	10,224	3,425	2,981	-
<b>Total Funding</b>	<b>619,722</b>	<b>530,897</b>	<b>487,992</b>	<b>742,088</b>

## CITY CLERK | MEETING, RECORD-KEEPING AND ELECTION OPERATIONS

### **PROGRAM DESCRIPTION**

---

In accordance with state mandated duties and deadlines, produce Council/Redevelopment agendas and minutes; process all legal documents; process Council and Redevelopment directives; index City documents through the City's automated document management system for immediate retrieval, and codify all supplements for inclusion in the Orange Municipal Code. Conduct general elections every two years and special elections as required by Council direction.

### **SERVICE OBJECTIVES**

---

1. Serve as the City's information center disseminating information concerning City activities, programs and regulations to the public.
2. Conduct municipal elections.
3. Maintain Orange Municipal Code.
4. Maintain Records Retention Schedule for all departments incorporating electronic, as well as paper storage.
5. Monitor Maddy Act regulations relating to Council appointments to all Boards, Committees and Commissions.
6. Provide access to public documents through the City's website and at the public counter.
7. Provide Agenda information through the City's website, as well as required locations.
8. Enforce campaign-filing regulations for office holders and active campaign committees.
9. Receive, disseminate, and follow up on information received through the City's Hotline, and website.
10. Accept U.S. passport applications from the public on behalf of the United States Department of State.

### **WORK PLAN FOR 2012-13**

---

1. Distribute election materials to candidates during the filing period of July through August 2012; approve ballot and candidate statements; ensure State forms are submitted; and organize Oath of Office ceremony for the November 6, 2012 General Municipal Election. [4b]
2. Update Boards, Commissions, and Committees manual by March 2013. [4b]
3. Complete 2012 Citywide destruction of records by February, 2013. [4c]
4. Assist other departments with their imaging projects to convert paper to electronic records, and effectively utilize the Laserfiche Records Imaging and Retrieval system on an ongoing basis. [4c]
5. Update all office procedures, and the imaging of all permanent records currently filed in Clerk's vault and Records Center 2 located in City Hall basement (succession planning). [4b]



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**City  
Treasurer**

## CITY TREASURER

### **MISSION**

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To prudently manage, protect and preserve funds placed in its trust.

### **DEPARTMENT GOALS**

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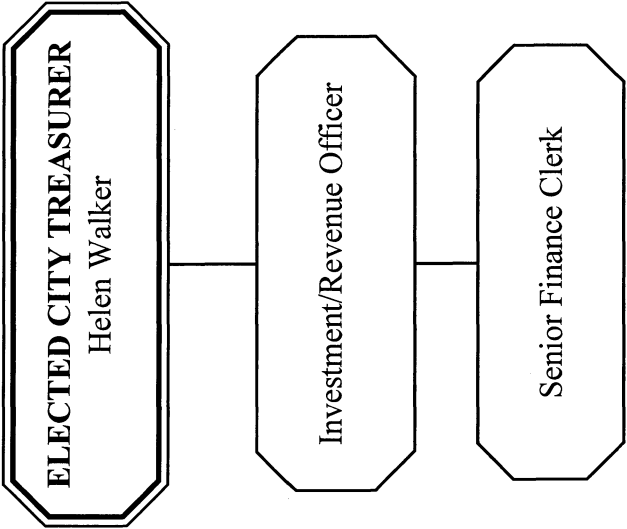
1. Administer the investment portfolio of the City in a manner consistent with prudent, conservative financial practices.
2. Project cash flow requirements to ensure adequate liquidity and maximum investment opportunity.
3. Assess market conditions and other information necessary to ensure all investment objectives are met.
4. Provide timely information to City Council, City staff and citizens on the status of the City's investments.
5. Recommend to the City Council, as needed, changes to the Statement of Investment Policy to ensure that it accurately reflects the City Council's investment objectives and all related laws and regulations.
6. Monitor and analyze revenue receipts and prepare the revenue budget.

### **ACCOMPLISHMENTS FOR 2011-12**

---

1. Updated the City and Redevelopment Agency's Investment Policy.
2. Monitored and tracked General Fund revenue monthly.
3. Completed a development impact fee study conducted by a consultant for the Police, Parking-in-lieu, Park, and Library Fee programs.
4. Conducted the cross-training with accounts payable staff to prepare miscellaneous and accounts receivable receipts as well as process checks to vendors.

**CITY TREASURER**



## CITY TREASURER

### SCHEDULE OF POSITIONS

	APPROVED 2010-11	APPROVED 2011-12	BUDGET 2012-13
<b>Elected Official:</b>			
City Treasurer	1.000	1.000	1.000
<b>Regular Full Time:</b>			
Investment/Revenue Officer	1.000	1.000	1.000
Senior Finance Clerk	0.000	1.000	1.000
<b>Total City Treasurer</b>	<b>2.000</b>	<b>3.000</b>	<b>3.000</b>

## CITY TREASURER DEPARTMENT

### Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	<u>Actual 2009-10</u>	<u>Actual 2010-11</u>	<u>Estimate 2011-12</u>	<u>Budget 2012-13</u>
Salaries & Benefits	84,060	80,941	165,418	164,726
Maintenance & Operations	12,309	12,207	18,983	18,790
<b>Total Department</b>	<u>96,369</u>	<u>93,148</u>	<u>184,401</u>	<u>183,516</u>
 <u>DEPARTMENT PROGRAMS:</u>				
0501 City Treasurer	96,369	93,148	184,401	183,516
<b>Total Department</b>	<u>96,369</u>	<u>93,148</u>	<u>184,401</u>	<u>183,516</u>
 <u>DEPARTMENT FUNDING SOURCES:</u>				
100 General Fund	71,001	68,545	159,776	177,405
940 Orange Merged Capital Projects	19,026	18,452	18,469	6,111
941 Orange Merged Housing	6,342	6,151	6,156	-
<b>Total Funding</b>	<u>96,369</u>	<u>93,148</u>	<u>184,401</u>	<u>183,516</u>

**CITY TREASURER | TREASURER OPERATIONS****PROGRAM DESCRIPTION**

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Provides for the investment of the City's and Redevelopment Agency's funds in compliance with state law and the City's Statement of Investment Policy. Monitors revenues, cash flow needs and cash controls.

**SERVICE OBJECTIVES**

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1. Invest all funds in accordance with State law and the City's Statement of Investment Policy.
2. Review monthly Treasurer's report in accordance with the City's Statement of Investment Policy.
3. Keep current on finance and economic indicators affecting the investment market.
4. Maintain up-to-date cash flow information to ensure the City's liquidity needs are met.
5. Participate in quarterly meetings of the Investment Advisory Committee and Investment Oversight Committee.
6. Monitor compliance with cash receipts policy.
7. Monitor and analyze revenue, prepare revenue budget and prepare compliance reports for revenue disclosure.
8. Maintain annual certifications for investment brokers.
9. Update Statement of Investment Policy annually.
10. Process miscellaneous and accounts receivable receipts.

**WORK PLAN FOR 2012-13**

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1. Update Statement of Investment Policy and make recommendations for enhancement to the City Council by October 2012. [2d]
2. Review and update the Investment Reference Manual by December 2012. [2d]
3. Begin reviewing the Master Schedule of Fees and Charges in January 2013 and recommend any changes by June 2013. [2b]



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**Finance**



## FINANCE

### MISSION

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To provide excellent service to both our internal and external customers with the highest degree of reliability and timeliness, while safeguarding the public assets entrusted to us.

### DEPARTMENT GOALS

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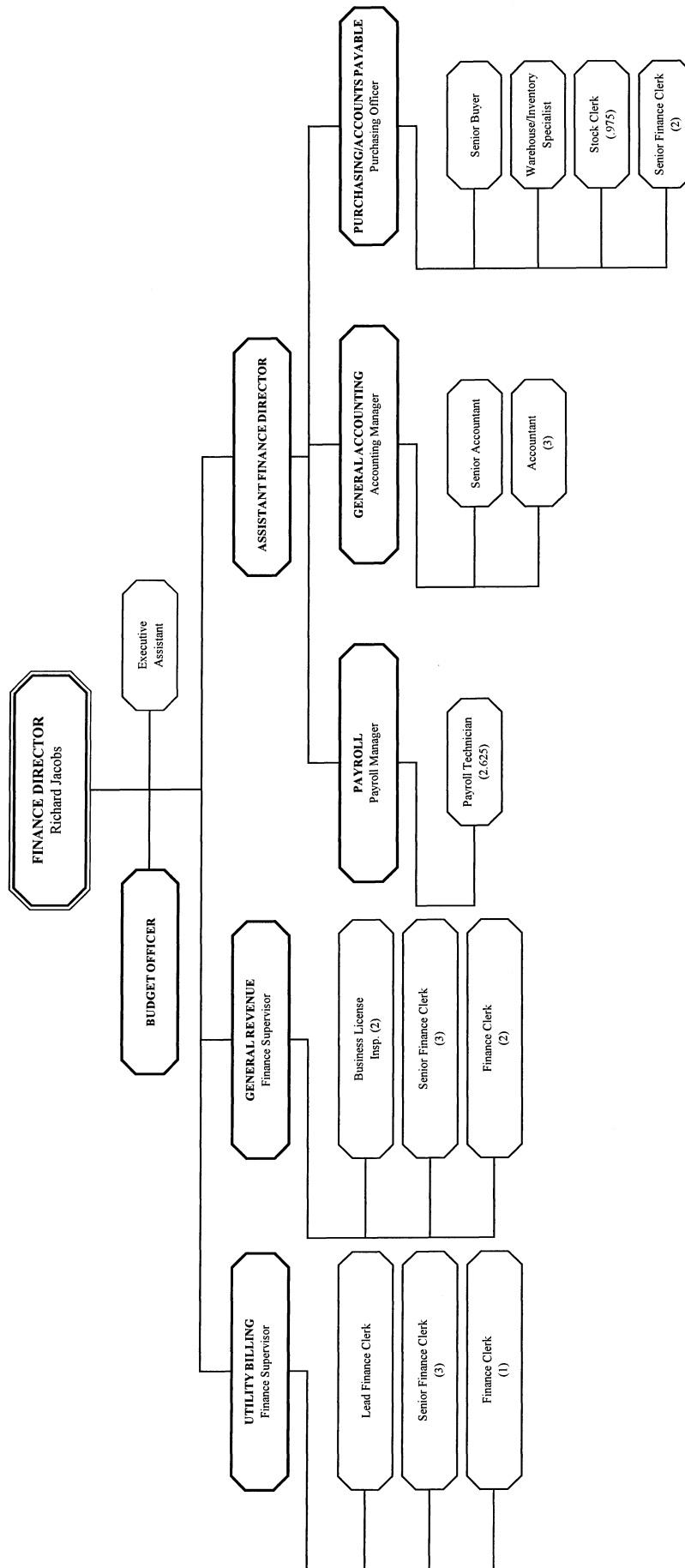
1. Provide quality service to both our internal and external customers.
2. Maintain the financial system and records of the City consistent with the highest professional standards in accordance with legal requirements and generally accepted accounting procedures.
3. Produce timely and accurate financial reports including the Comprehensive Annual Financial Reports (CAFRs) and State Controller's Reports for both the City and Redevelopment Agency.
4. Provide revenue projections and assist in the coordination, preparation and review of the City's Annual Budget and Capital Improvement Program.
5. Manage collection of City revenues in the most effective and efficient manner including business license billing and compliance.
6. Provide utility billing services for 38,000 accounts for water, sanitation and trash disposal services.
7. Coordinate the issuance and refunding of debt and other related financing as needed.
8. Assist in the administration of the investment portfolio for the City in a manner consistent with prudent conservative financial practices.
9. Direct and coordinate the procurement and warehousing of equipment, supplies and services at the lowest possible cost commensurate with quality needs.
10. Make timely and accurate payments for all approved salaries, benefits, goods, services and contracts.

### ACCOMPLISHMENTS FOR 2011-12

---

1. Implemented a new 24/7 payment option for utility customers at City Hall, the electronic kiosk payment center is up and running.
2. Successfully completed a key recruitment for the Budget Officer position.
3. Implemented all financial reporting requirements of ABx1 26 regarding the elimination of Redevelopment Agencies, including preparation and review of the EOPS, ROPS, county audit, etc.
4. Streamlined staffing in Utility Billing, Accounts Receivable, Miscellaneous Revenue, and General Revenue resulting in the elimination of two positions.
5. Implemented payroll / intellitime software conversion eliminating supplemental time sheets for employees charging staff time to special projects.
6. Changed outsourced printing vendor to a local contractor for both Utility Billing and Business Licensing.
7. Implemented billing of all sanitation only accounts on the County's annual property tax bill.
8. Transitioned all trash billing to the contract trash hauler, CR&R.
9. Implemented a new cashiering module (Progressive Solutions) for Business Licensing.
10. Successfully lobbied CalPERS to keep their investment return assumption at 7.75%, thus saving retirement benefit costs for the City.
11. Implemented "my calPers" software conversion in payroll.
12. Provided salary and benefit information as part of the State Controller's Report.

# FINANCE



## FINANCE DEPARTMENT

### SCHEDULE OF POSITIONS

	APPROVED 2010-11	APPROVED 2011-12	BUDGET 2012-13
<b>Regular Full-Time:</b>			
Accountant	3.000	3.000	3.000
Accounting Manager	1.000	1.000	1.000
* Assistant Finance Director	1.000	1.000	1.000
Budget Officer	1.000	1.000	1.000
Business License Inspector	2.000	2.000	2.000
Executive Assistant	1.000	1.000	1.000
° Finance Clerk	6.000	6.000	4.000
Finance Director	1.000	1.000	1.000
Finance Supervisor	2.000	2.000	2.000
Lead Finance Clerk	1.000	1.000	1.000
Payroll Manager	1.000	1.000	1.000
Payroll Technician	2.000	2.000	2.000
Purchasing Officer	1.000	1.000	1.000
Senior Accountant	1.000	1.000	1.000
Senior Buyer	1.000	1.000	1.000
* Senior Finance Clerk	9.000	8.000	8.000
Warehouse/Inventory Specialist	1.000	1.000	1.000
<i>Regular Full-Time Sub-Total</i>	<i>35.000</i>	<i>34.000</i>	<i>32.000</i>
<b>Regular Part-Time (FTE):</b>			
° Office Assistant	0.500	0.500	0.000
Payroll Technician	0.630	0.625	0.625
Stock Clerk	0.500	0.500	0.500
<i>Regular Part-Time Sub-Total</i>	<i>1.630</i>	<i>1.625</i>	<i>1.125</i>
<b>Part-Time/Non-Benefitted (FTE):</b>			
Accountant	1.480	0.000	0.000
° Finance Clerk	0.480	0.475	0.000
Stock Clerk	0.480	0.475	0.475
<i>Part-Time/Non-Benefitted Sub Total</i>	<i>2.440</i>	<i>0.950</i>	<i>0.475</i>
<b>Total Finance</b>	<b>39.070</b>	<b>36.575</b>	<b>33.600</b>

\* Of the 33.60 full-time equivalent (FTE) positions, 3 FTE positions (2 Senior Finance Clerks and the Assistant Finance Director) are being held vacant and have not been budgeted in the 2012-13 fiscal year

° Eliminated: 2 Finance Clerks, .50 Office Assistant and .475 Finance Clerk

## FINANCE DEPARTMENT

### Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	<u>Actual 2009-10</u>	<u>Actual 2010-11</u>	<u>Estimate 2011-12</u>	<u>Budget 2012-13</u>
Salaries & Benefits	3,250,152	2,963,574	2,788,064	2,854,396
Maintenance & Operations	849,118	947,459	840,178	807,407
<b>Total Department</b>	<u><u>4,099,270</u></u>	<u><u>3,911,033</u></u>	<u><u>3,628,242</u></u>	<u><u>3,661,803</u></u>
 <u>DEPARTMENT PROGRAMS:</u>				
1205 Purchasing and Warehouse	682,783	590,928	609,403	611,217
1221 General Revenue	758,901	797,496	771,960	765,501
1222 Utility Billing	1,196,024	1,175,316	1,037,919	1,080,083
1231 General Accounting	1,461,562	1,347,293	1,208,960	1,205,002
<b>Total Department</b>	<u><u>4,099,270</u></u>	<u><u>3,911,033</u></u>	<u><u>3,628,242</u></u>	<u><u>3,661,803</u></u>
 <u>DEPARTMENT FUNDING SOURCES:</u>				
100 General Fund	2,706,028	2,566,111	2,422,973	2,455,709
286 Transportation Sys. Improvement	4,591	-	-	-
600 Water Utility Operations	1,196,024	1,175,316	1,037,919	1,080,083
790 Computer Equipment Replacement	-	-	(1,567)	-
940 Orange Merged Capital Projects	126,694	111,939	112,894	99,758
941 Orange Merged Housing	65,933	57,667	56,023	26,253
<b>Total Funding</b>	<u><u>4,099,270</u></u>	<u><u>3,911,033</u></u>	<u><u>3,628,242</u></u>	<u><u>3,661,803</u></u>

## **FINANCE | PURCHASING AND ACCOUNTS PAYABLE**

### **PROGRAM DESCRIPTION**

Provides a centralized buying service and accounts payable service for all departments to ensure that the purchase and payments of supplies and equipment are at the lowest possible cost commensurate with quality needs. Serves as a central store for commonly used supplies, makes daily mail and supply deliveries to all affiliate locations, and handles all outside printing and duplicating needs for all departments.

### **SERVICE OBJECTIVES**

1. Provide courteous, efficient service to all internal and external customers 100% of the time.
2. Process all informal bids within 24 hours of receipt of requisition.
3. Procure all goods and services meeting departments' specific needs at the lowest possible cost.
4. Stock the warehouse with goods used frequently by any department.
5. Ensure daily mail and supply delivery and pick up are made to all City mail locations.
6. Deliver goods requested from the warehouse within 24 hours of receipt of requisition.
7. Assist in the preparation of Request for Proposal (RFP) and Request for Qualifications (RFQ) requirements.
8. Ensure the purchase of all goods and services procured through the Purchasing Division are done so in accordance with all Federal, State, and City laws, regulations, and policies.
9. Process approximately 2,000 purchase orders and 1,000 warehouse requisitions annually.
10. Ensure the payments of all goods and services through the Accounts Payable Division are done so in accordance with all applicable Federal, State, and city laws, regulations, and policies.
11. Conduct annual citywide training sessions on procurement and payment cycle in conjunction with the Accounting Division.

### **WORK PLAN FOR 2012-13**

1. Expand use of the Eden Contract Management Module to merge invoice processing with automatic retention by November 2012. [4b, 4c]
2. Implement the capability within the Eden Purchasing Module to transmit electronic purchase orders to suppliers by March 2013. [4b, 3e]
3. Analyze cellular phone service cost structures to ensure the most efficient, lowest cost contracts are in place by July 2012. [2d, 4d]
4. Review all master annual supply and service contracts to verify the best costs and terms and conditions are in place by August 2012. [2d, 4d]
5. Increase the number of vendors who are paid electronically via ACH by 10% as of March, 2013. [4b, 3e]

## FINANCE | GENERAL REVENUE

### PROGRAM DESCRIPTION

Provide for the collection of various revenues and maintain payment records for the City. This includes the processing of Transient Occupancy Taxes and Business License Taxes, in accordance with the Orange Municipal Code.

### SERVICE OBJECTIVES

1. Process approximately 4,000 new business license applications, 18,000 renewals and 3,800 close outs annually.
2. Send out approximately 20,000 renewal notices and 4,000 delinquent notices.
3. Issue approximately 20,000 business license certificates to new and renewed businesses.
4. Process and manage on-line renewal payments from business license customers.
5. Process and reconcile payments from counter customers and mailed-in payments.
6. Provide on-line business searches for inquiring customers.
7. Monitor approximately 650 Business Regulatory Permits (secondhand dealers, firearm dealers, tow truck drivers).
8. Research approximately 12,000 records for non-compliant businesses.
9. Annually follow up and process approximately 7,500 non-compliant, delinquent or new business license leads.
10. Answer approximately 25,000 phone calls.
11. Perform hundreds of annual gross receipts audits.
12. Monitor Transient Occupancy Tax for 23 Motels, Hotels, Inns, or Vacation Rentals.
13. Prepare monthly reports of business license registrations for the Fire Department, Police Department, Public Works Department, Economic Development Department, and others as required.

### WORK PLAN FOR 2012-13

1. Research approximately 8,000 leads from the Franchise Tax Board by June 2013. [2b]
2. Research approximately 1,400 Fictitious Business Name Registrations from the Orange County Clerk Recorder's office by June 2013.
3. Research approximately 1,000 Seller's Permit Holders from the State Board of Equalization by June 2013.
4. Review all building permits issued by the City, checking all contractors, architects, engineers, and others for business license compliance.
5. Research all closed commercial locations on Katella, Tustin, and Chapman, for unlicensed new businesses, by June 2013.
6. Follow up approximately 2,000 delinquent business owners for closure or compliance.
7. Promote on-line business license renewals with the goal of getting 20% of our 20,000 licensed businesses to annually renew on-line by February, 2013.
8. Research contracting out the search for unlicensed outside businesses working in the City, by December 2012. This will relieve staff of some work efforts and generate additional revenues. [2a]

## FINANCE | UTILITY BILLING

### PROGRAM DESCRIPTION

The Utility Billing Program provides for the billing, collection and data management of all utility accounts for water, city sanitation services and the voluntary paramedic subscription program. All customer inquiries regarding the billing of these services are handled within this division. In addition, this program has the responsibility of managing petty cash and Accounts Receivable which processes all departments' invoices for City departments.

### SERVICE OBJECTIVES

1. Send an average 247,000 first and second notices annually to approximately 35,000 customers within 2 business days of their meter reading or delinquency. Prepare all bills with 99% accuracy.
2. Download and send 2,137 eBilling customers their notification of current bi-monthly bills.
3. Start and stop services for approximately 250 customers per month within one business day's receipt of request. Prepare and send closing notices within 2 business days of termination. Manage and send all delinquent closed accounts to collections.
4. Create and process annually over 12,000 electronic work orders (closing/opening reads, meter exchanges, leaks, rechecks, door hangers, repairs/replacement of parts, etc.).
5. Process and respond to an average of 32,000 telephone calls and over 600 emails annually.
6. Process over 14,400 counter cash, checks, and credit card payment transactions.
7. Create, process, and maintain over 939 landlord's Continue Service Agreements and over 3,330 customer's Automatic Clearing House agreements.
8. Create, process and manage an annual average of 11,000 customers for the paramedic subscription program.
9. Download and process all electronic customer payments on a daily basis. Annually, this includes over 19,000 ACH and approximately 73,000 electronic banking (Bill Consolidation). This also includes over 5,000 annual credit card and electronic check payments made through the automated telephone system, Teleworks.
10. Download, process, and manage the eCare website payments. Last year 40,372 payments were made through eCare. Currently, there are 14,883 customers that can view and/or pay their bill on-line using the eCare website.
11. Accounts Receivable creates and sends over 7,000 original invoices annually, generating over \$11,700,000. Also, annually creating and sending over 3,800 second and third notices and sending outstanding debts to collections within 95 days of invoicing. Accounts Receivable sends invoices within 2 business days of request.

### WORK PLAN FOR 2012-13

1. Implement sending the sanitation only accounts to the County to be added to the property owner's tax rolls, by August 2012. [2d]
2. Promote more electronic payment options and services, which include on-line, automatic telephone system, kiosk, and eBilling by October 2012. [4c]
3. Investigate the possibility of implementing an Internet payment option for the Accounts Receivable customers, by November 2012. [4c]
4. Investigate having electronic payments going directly into Accounts Receivable instead of manually being entered, by February 2013. [4c]

## FINANCE | GENERAL ACCOUNTING

### PROGRAM DESCRIPTION

The General Accounting program is responsible for maintaining a system of internal controls that safeguard the City's assets and provides financial management and reporting, budgeting, payroll, accounts payable and accounting services for the City, consistent with the highest professional standards and in accordance with legal requirements and generally accepted accounting principles.

### SERVICE OBJECTIVES

1. Coordinate all financial audits including the City's and Redevelopment Agency's annual audit, the federal Single Audit, Gas Tax, Air Quality Management District (AQMD), various State and Federal grants and Proposition 172 audits.
2. Annually prepare a Comprehensive Annual Financial Report (CAFR) for the City and the Agency.
3. Prepare the Annual Street Report and State Controller's Reports.
4. Assist in the preparation of the Annual Budget and Capital Improvement Plan Documents.
5. Prepare and distribute monthly reports to all departments within 10 working days.
6. Maintain financial records for 92 funds.
7. Issue approximately 1,000 W-2's and 150 1099's by January 31<sup>st</sup> of each year.
8. Process payroll biweekly for approximately 800 employees and accounts payable checks weekly for approximately 250 vendors with less than a 1% error factor.
9. Conduct annual citywide training sessions on the procurement and payment cycle.

### WORK PLAN FOR 2012-13

1. Re-organize the General Accounting and Payroll Divisions for comprehensive cross-training and back-up based on vacancies and recent hires. [2d, 4d, 4e]
2. Implement a replacement for employee supplemental time sheets to be automated via the Intellitime software and the Eden Payroll software modules by June, 2013. [2a, 4d]
3. Implement phase IV of the Eden software modules including all on-line extensions for employees, vendors and bidders by July, 2012. [4b, 4d]
4. Complete the implementation of the Position Budgeting (PB) software module and all necessary work-arounds by March, 2013. [2d, 4b, 4c]



# **Human Resources**

## HUMAN RESOURCES

### MISSION

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To ensure quality customer service through responsible management of human resources and to promote the safety and well being of our employees, the workplace, and ultimately the community.

### DEPARTMENT GOALS

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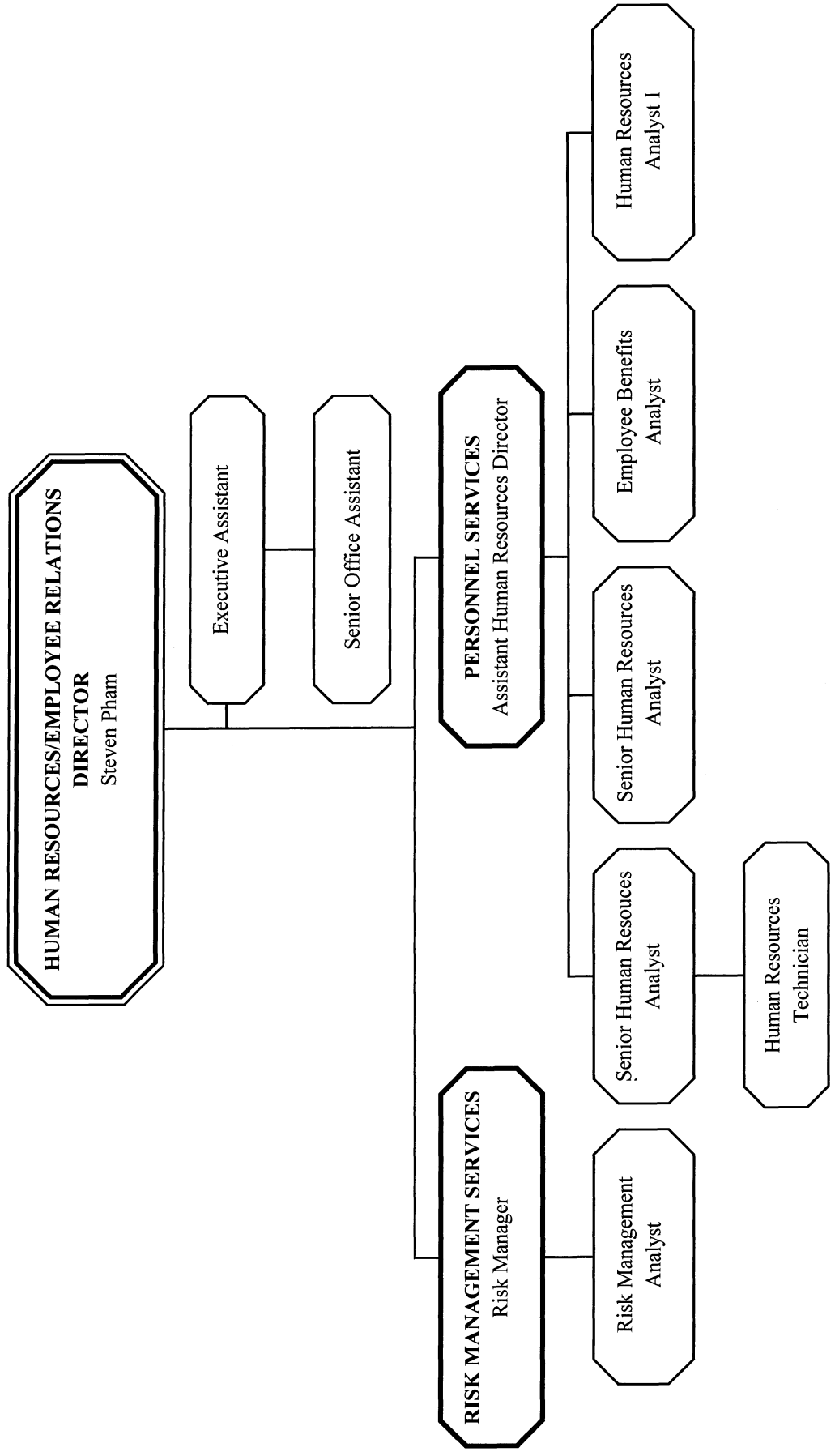
1. Recruit, hire, and retain the most qualified employees within the organization.
2. Negotiate, implement, and administer labor contracts with all recognized bargaining units.
3. Administer classification, compensation, and employee benefit programs.
4. Ensure compliance with local, state, and federal employment laws.
5. Implement quality training and recognition programs to enhance and develop all employees.
6. Assist employees in maximizing their productivity in a safe, clean, and professional working environment.

### ACCOMPLISHMENTS FOR 2011-12

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1. Assisted in the meet and confer process which yielded one-year contracts with the Fire Union, OMA, OMCEA, OMEA, and WDEA labor groups. Staff wrote the LOU's and completed the rewrites of five (5) MOU's for Council's approval. Staff updated the Top Management resolution.
2. Continued to recruit for critical vacancies, as approved, and hire quality employees. For calendar year 2011, HR generated 35 eligibility lists, conducted 82 background investigations, including contractor backgrounds, and hired 48 employees. Of those, 20 new employees were hired in the first half of FY12; staff processed 21 retirements, separated 14 benefited employees and 16 summer employees. 6,298 electronic job interest cards were posted to the City's on-line hiring site by mid FY 11-12.
3. Completed the new Employee Handbook, and issued one to each benefited employee.
4. Conducted 2012's Open Enrollment by assisting 245 employees, with 415 changes, which is a 49% increase in the amount of benefit changes in two years.
5. Conducted Retirement Planning Workshop and administered the employee Service Award Program.
6. Partnered with City departments to provide advice, and direction on grievances, disciplinary actions, organizational changes, and all employee relations and labor relations issues.
7. Coordinated the City's Volunteer Program. By mid-fiscal year, 86 volunteers had been processed.
8. Organized and conducted the annual Employee Rideshare/Health Fair held on September 15, 2011.
9. Received grant funding and installed two Electric Vehicle Charging Stations at City Hall. Administered the Trip Reduction Program, achieved 2011 AVR goal, and expect to achieve AVR goal in 2012.
10. Completed the Summer Orientation for Community Services' summer recreation and aquatic programs for 70 new and returning employees. Ultimately, 66 employees worked in the programs.
11. Successfully negotiated a decrease in City's Basic Life and LTD insurance rates, and no increase in remaining six (6) employee fringe benefit insurance programs.
12. Provided employee relations and employee development training workshops. Developed special employee training programs requested by line departments.
13. Conducted safety inspections of the City's Water Plant and Corporate Yard.
14. Updated safety video library. Coordinated Safety Committee Meetings, and conducted 18 safety and regulation workshops in calendar year 2011. Average class attendance was 35 employees.
15. Trained temporary employee to process and manage several risk management programs.
16. Investigated and settled 45 property damage claims against the City; and, recovered approximately \$30,000 for damages to city property caused by others.

# HUMAN RESOURCES



## HUMAN RESOURCES

### SCHEDULE OF POSITIONS

	APPROVED 2010-11	APPROVED 2011-12	BUDGET 2012-13
<b>Regular Full-Time:</b>			
Executive Assistant	1.000	1.000	1.000
Employee Benefits Analyst	1.000	1.000	1.000
Human Resources Analyst I	1.000	1.000	1.000
Assistant Human Resources Director	1.000	1.000	1.000
° Human Resources Technician	2.000	2.000	1.000
Human Resources/Empl. Relations Director	1.000	1.000	1.000
Risk Manager	1.000	1.000	1.000
Risk Management Analyst	1.000	1.000	1.000
Administrative Specialist	1.000	1.000	1.000
Senior Human Resources Analyst	2.000	2.000	2.000
<b>Total Human Resources</b>	<b>12.000</b>	<b>12.000</b>	<b>11.000</b>

° Eliminated: 1 Human Resources Technician

## HUMAN RESOURCES DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b>Actual 2009-10</b>	<b>Actual 2010-11</b>	<b>Estimate 2011-12</b>	<b>Budget 2012-13</b>
Salaries & Benefits	1,449,749	1,525,913	1,486,222	1,519,523
Maintenance & Operations	3,852,397	4,172,158	4,031,444	4,467,556
Capital Outlay	3,733	13,540	27,999	28,000
<b>Total Department</b>	<b><u>5,305,879</u></b>	<b><u>5,711,611</u></b>	<b><u>5,545,665</u></b>	<b><u>6,015,079</u></b>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
1401 Personnel Administration	1,361,371	1,331,623	1,354,632	1,364,246
1411 Risk Management	321,194	334,090	365,549	350,122
1412 Liability & Workers' Compensation	3,064,167	3,541,665	3,294,273	3,792,786
1413 Self Funded Ins-Employee Benefit	559,147	504,233	531,211	507,925
<b>Total Department</b>	<b><u>5,305,879</u></b>	<b><u>5,711,611</u></b>	<b><u>5,545,665</u></b>	<b><u>6,015,079</u></b>
 <b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
100 General Fund	1,183,789	1,143,252	1,125,102	1,189,048
245 Air Pollution Reduction	145,643	117,521	159,243	130,695
730 Self Insurance Workers' Comp.	2,570,053	3,180,953	2,260,972	2,753,849
740 Self Insurance Liability	836,286	737,519	1,442,039	1,432,991
752 Self Insurance Dental	501,286	458,435	417,290	414,471
760 Employee Accrued Liability	57,861	45,798	113,921	93,454
940 Orange Merged Capital Projects	10,961	28,133	27,098	571
<b>Total Funding</b>	<b><u>5,305,879</u></b>	<b><u>5,711,611</u></b>	<b><u>5,545,665</u></b>	<b><u>6,015,079</u></b>

## HUMAN RESOURCES | PERSONNEL ADMINISTRATION

### PROGRAM DESCRIPTION

Personnel Administration is responsible for contract negotiations and administration, job classification and compensation, employee training and development, Federal and state employment law legal compliance, disciplinary actions, and the processing of all human resource matters related to employment, recruitment and selection, and benefits administration.

### SERVICE OBJECTIVES

1. Establish all hiring policies and practices and provide a process for all hiring departments to recruit, select, and retain qualified employees.
2. Establish and maintain job classification and compensation programs commensurate with the strategic plan of the City.
3. Administer and review the various benefit programs and plans including all retirement, medical, dental, vision, life, and long-term disability insurance plans.
4. Meet and confer with employee organizations to resolve labor issues related to the wages, hours, and working conditions within the City.
5. Ensure compliance with local, state, and federal laws that may impact the workforce.
6. Assist with the process of resolving employee grievance and disciplinary issues within the workplace.
7. Develop and implement training programs to address issues related to employee management and development throughout the year.
8. Conduct the "Employee Service Award Program" to recognize long-term employees and their dedication and contributions to the City.
9. Comply with Regional Emission Reduction goals through administration of the City's Trip Reduction/Rideshare Program.

### WORK PLAN FOR 2012-13

1. Continue to recruit for critical vacancies where approved and hire quality employees to provide the highest levels of service to our community through June 30, 2013. [4e]
2. Amend the City's contract with CalPERS to provide a second tier of retirement benefits for new hires by September 30, 2012 if agreed to by all bargaining groups. [1a]
3. Organize and conduct the annual Employee Rideshare/Health Fair, and Employee Insurance Open Enrollment period by November 30, 2012. [3e]
4. Review and update the City-wide Employee Performance Evaluation program including training for supervisors and managers by June 30, 2013. [4e]
5. Conduct employee processing and orientation for Community Services summer programs by May 31, 2013. [4e]
6. Conduct Employee Retirement Workshops, Employee Relations Training, mandated AB1825 Workplace Harassment Prevention Training, and develop special employee training as requested by departments by June 30, 2013. [4e]
7. Review contracts and competitive bids for the City's eight (8) employee fringe benefit insurance programs for the 2013 benefit plan year by December 2012. [4e]
8. Continue to coordinate and expand the City's Volunteer Program by June 30, 2013. [4e]

9. Partner with City departments to provide advice and direction on grievances, disciplinary actions, organizational changes, and any employee/labor relations issues by June 30, 2013. [1a]
10. Assist in the meet and confer process as directed, and prepare related LOU's and MOU's with the four (4) non-safety labor groups of OMA, OMCEA, OMEA and WDEA, and with the four (4) safety labor groups of Fire, Fire Management, Police, and Police Management by December 2012. [1a]
11. Prepare new salary resolutions for Top Management Employees and for Part-time and Seasonal Employees by December 2012. [1a]
12. Administer the City's Trip Reduction Program adhering to amended laws in an effort to meet the region's air quality goals by June 30, 2013. [3e]
13. Continue to judiciously administer Unemployment Insurance claims against the City for separated employees through June 30, 2013. [2b]
14. Generate periodic reports on vacant and frozen positions including associated cost savings through June 30, 2013. [4e]

## HUMAN RESOURCES | RISK MANAGEMENT

### PROGRAM DESCRIPTION

The four major programs in Risk Management are: 1) Insurance, 2) Workers Compensation Benefits, 3) Safety Management, and 4) Claims Administration. These programs address State and Federal regulations, including OSHA safety laws, labor codes, and Workers Compensation; and they protect and preserve the City's assets, reduce accidents, increase safety awareness, improve communication, provide training, and deliver benefits to employees.

### SERVICE OBJECTIVES

1. Provide comprehensive Risk Management services to all City departments.
2. Continually develop our programs to meet or exceed state and Federal regulations.
3. Provide education and training to our employees.
4. Reduce accidents and liability exposure to the City.
5. Conduct ongoing risk assessments of all City facilities and locations as well as all new Capital Improvement Projects.
6. Coordinate actuarial studies for both Workers' Compensation and general liability funding.
7. Provide recommendations and expertise in the areas of insurance, loss control, and claims management.
8. Provide ongoing investigations and settlements on claims filed against the City.
9. Maintain all related documents, files, logs, and databases.
10. Play an active role in the insurance pool group (CIPA).
11. Oversee claims processing by third party Workers' Compensation administrator.

### WORK PLAN FOR 2012-13

1. Conduct annual safety audit and inspections of City locations and facilities that have a high concentration of City employees and/or high property values through June 2013. [2d]
2. Provide safety training on regulations and programs to prevent injuries and reduce liability to the City through June 2013. [1a]
3. Conduct field audit of Workers' Compensation administrator and claim files by November 2012. [2d]
4. Obtain an actuarial report on both liability and Workers' Compensation fund by September 2012. [2d]
5. Conduct several City-wide Safety Committee meetings by June 2013. [1a]



## **HUMAN RESOURCES | LIABILITY & WORKERS' COMPENSATION**

### **PROGRAM DESCRIPTION**

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This program provides for payment of various components of the City's Liability and Workers' Compensation programs. It also provides for payment of property insurance, property damage losses and other forms of miscellaneous insurance coverage. Outside administration of Liability and Workers' Compensation claims is also provided under this program. General administration and goals are listed under the Risk Management program.

## **HUMAN RESOURCES | SELF INSURANCE – EMPLOYEE BENEFITS**

### **PROGRAM DESCRIPTION**

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This program provides for payment of dental insurance and unemployment claims. Outside administration of dental claims is also provided under this program. General administration and goals of the program are listed under the Personnel Administration description.



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# **Information Technology**

## INFORMATION TECHNOLOGY

### MISSION

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To effectively support City departments in the state-of-the-art creation, modification, transmittal, storage, retrieval, and collection of data resources and other information critical to efficient City operations.

### DEPARTMENT GOALS

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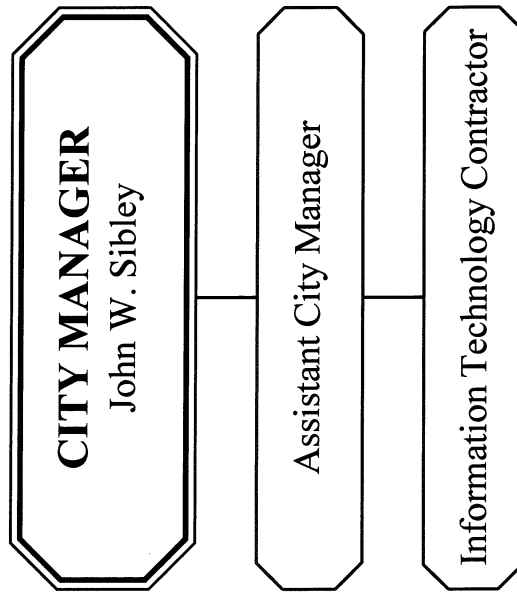
1. Investigate, implement, and maintain reliable information systems that help improve the City's product and service delivery.
2. Provide Orange residents, business owners, and interested outside companies and individuals with accurate and accessible public information.
3. Improve and enhance network communications within and between City departments and City employees.
4. Help City employees better understand and make use of the City's investment in technological resources.

### ACCOMPLISHMENTS FOR 2011-12

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1. Implemented the new IT outsourcing agreement.
2. Completed the preparation of an IT Strategic Plan as well as several related IT studies.
3. Completed the installation and integration of the Storage Area Network (SAN) at the Police Department.
4. Replaced six network servers that reached end of life and expanded the virtual server environment.
5. Completed the implementation of the Eden Financial Management Enterprise Resource Program (ERP).
6. Implemented major system upgrades to the business licensing, building permits, recreation class scheduling and on-line payroll applications.
7. Upgraded system firewalls to enhance security of the network.
8. Installed new audio/video equipment in the City Council Briefing Room.
9. Implemented a network redesign project that will result in a more efficient, better performing and cost effective network.
10. Conducted a data work flow assessment at the Police Department.

# INFORMATION TECHNOLOGY



## INFORMATION TECHNOLOGY DEPARTMENT

### Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	<u>Actual 2009-10</u>	<u>Actual 2010-11</u>	<u>Estimate 2011-12</u>	<u>Budget 2012-13</u>
Maintenance & Operations	1,783,039	1,742,375	-	1,876,256
<b>Total Operating Budget</b>	1,783,039	1,742,375	-	1,876,256
Capital Improvements	748,415	1,114,317	2,276,255	700,000
<b>Total Department</b>	<u>2,531,454</u>	<u>2,856,692</u>	<u>2,276,255</u>	<u>2,576,256</u>
 <u>DEPARTMENT PROGRAMS:</u>				
1601 Information Management Systems	2,531,454	2,856,692	2,276,255	2,576,256
<b>Total Department</b>	<u>2,531,454</u>	<u>2,856,692</u>	<u>2,276,255</u>	<u>2,576,256</u>
 <u>DEPARTMENT FUNDING SOURCES:</u>				
500 Capital Projects Fund	-	-	-	50,000
780 Information Systems	1,783,039	1,742,375	1,876,256	1,876,256
790 Computer Replacement	748,415	1,114,317	399,999	650,000
<b>Total Funding</b>	<u>2,531,454</u>	<u>2,856,692</u>	<u>2,276,255</u>	<u>2,576,256</u>

## INFORMATION TECHNOLOGY | SERVICES & OPERATION

### PROGRAM DESCRIPTION

The Information Management Services program assists city departments with the City's various data development, collection, and retrieval systems. The program provides technical support to the City's computer network, mainframe and minicomputer assets, personal computers and printers, the specialized technologies of specific City departments (imaging systems, records management and dispatch systems, library automation systems, and more), and software associated with each operation. The program includes the provision of thorough training to each employee regarding his or her data needs.

### SERVICE OBJECTIVES

1. Maintain current service level of responding to all City calls for after-hours emergency Information Technology (IT) support within 30 minutes.
2. Conduct weekly meetings between the Assistant City Manager (the City's IT contract administrator) and the Account Manager for the IT outsourcing vendor to thoroughly review the status of the City's IT operations and assets.
3. Maintain current service level of responding to all City employee desktop computer problem requests within four hours.
4. Provide thorough training for all interested City staff on the use of the City's software, systems and networks.
5. Maintain and continue to enhance the City's website to ensure that it is an effective communication tool to the residents and businesses of Orange.
6. Continue to evaluate technology resources in the marketplace to determine appropriate technology upgrades to ensure City business needs are being met.

### WORK PLAN FOR 2012-13

1. Complete the special projects and reports included in the new IT outsourcing agreement by August 2012. [4c]
2. Replace two network servers that have reached end of life and implement increased server virtualization by June 2013. [4c]
3. Upgrade the audio/video equipment and functionality for the City Council Chambers as well as install audio/video equipment in selected conference rooms throughout City Hall by June 2013. [2d, 4c]
4. Reestablish the PC refresh program and initiate the replacement of approximately 150 PC's by June 2013. [4c]
5. Implement Sharepoint as a means to improve data sharing and document management by June 2013. [4c]
6. Implement a new Microsoft Enterprise Licensing Agreement by September 2012. [4c]
7. Continue to evaluate methods to consolidate permitting applications through City operations by June 2013. [4c]
8. Continue to evaluate opportunities to expand e-commerce, customer relations management (CRM) and other improvements to accessibility of City services on the City's website through June 2013. [4c]
9. Upgrade the cabling throughout the Civic Center by June 2013. [4c]
10. Evaluate opportunities to increase the use of Voice Over Internet Protocol (VoIP) by June 2013. [4c]
11. Evaluate options for a network redesign that will result in a more efficient, better performing and cost effective network by December 2012. [4c]



# **Library Services**

## LIBRARY SERVICES

### MISSION

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To welcome and support all people in their enjoyment of reading and pursuit of lifelong learning, to preserve local history, and to provide equal access to information, ideas and knowledge through books, programs and technology.

### DEPARTMENT GOALS

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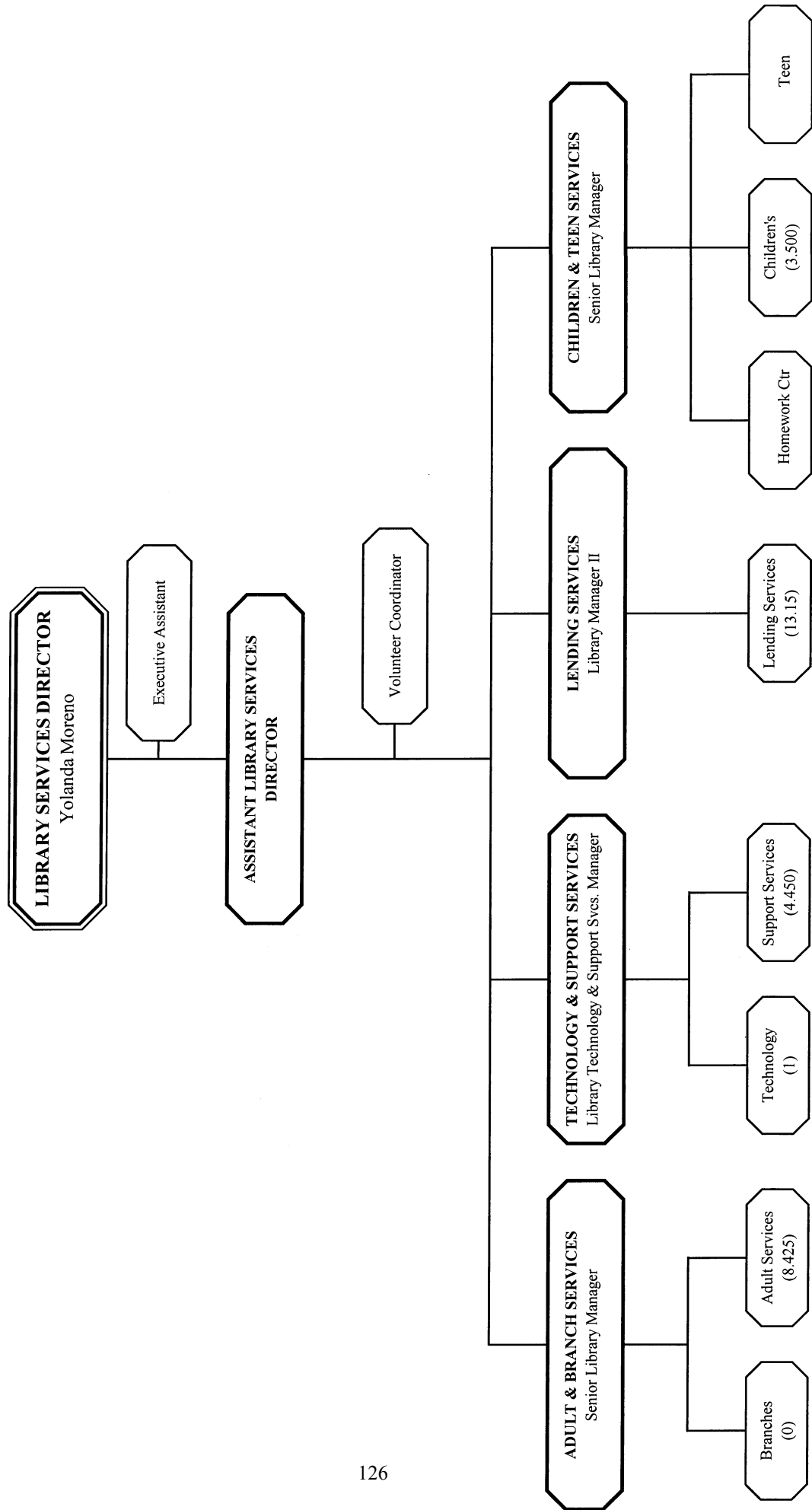
1. Provide centralized information, resources, and staff to serve the community to meet their information and literacy needs. Also, to provide library cardholders timely and convenient electronic access to the library's catalog, website, and databases.
2. Provide cultural and educational programs for children, teens, and adults.
3. Provide books, magazines, CDs, DVDs, and other materials for library cardholders to borrow, free of charge. Also, to collect, preserve and promote a variety of materials documenting the City's history.
4. Provide friendly and welcoming library facilities for the community to enjoy.
5. Promote collaborations with community groups and educational institutions to enhance sharing of information and/or resources. Encourage and facilitate community partnerships to raise financial support for library facilities, materials, services and programs.

### ACCOMPLISHMENTS FOR 2011-12

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1. Expanded volunteer opportunities to include new areas i.e. Lending Services. Over 500 adult and teen volunteers provided 10,259 hours of service staffing the welcome desk, conducting drop-in storytimes and other programs, helping library users with computer related issues, delivering materials to the homebound, and shelving.
2. For the first time in our 127 year history, an RFID inventory of the Orange Public Library & History Center's adult and teen collections was completed, resulting in more accurate records and better collection development.
3. Wowbrary, a weekly electronic newsletter highlighting materials added to the Library's collection, was launched and sent to 27,500 registered patrons. This expanded library visibility, increased holds on materials, and provided better customer service to patrons.
4. Facilitated LSTA grant to digitize audio and broadcast videos from the 1980's and 90's, including *A Slice of Orange* with Mayor Jim Beam. These pieces of Orange's history have been preserved in our Local History collection and made accessible to patrons.
5. Launched a successful laptop in-house check out program using 5 repurposed training laptops which increased computer services for patrons.
6. Children's, teen and adult programs were offered at the libraries on a variety of interesting topics such as Twitter, LinkedIn, Facebook; gardening; cooking; and calligraphy. Over 50% of library programs were conducted by volunteers.
7. Designed and implemented a graphic design philosophy as part of a marketing strategy to create a cohesive look for the library.
8. Partnerships with Friends of the Orange Public Library, OPL Foundation, and other organizations have resulted in increased book donations, free program opportunities, increased volunteer support, and funds for programming and materials.

# LIBRARY SERVICES



## LIBRARY SERVICES

### SCHEDULE OF POSITIONS

	APPROVED 2010-11	APPROVED 2011-12	BUDGET 2012-13
<b>Regular Full-Time:</b>			
* Assistant Library Services Director	1.000	1.000	1.000
Executive Assistant	1.000	1.000	1.000
Finance Clerk	1.000	1.000	1.000
Librarian I	4.000	4.000	4.000
Librarian II	2.000	2.000	2.000
Librarian III	2.000	2.000	2.000
Library Assistant	2.000	2.000	2.000
° Library Clerk	2.000	2.000	1.000
° Library Manager I	1.000	1.000	0.000
Library Manager II	3.000	3.000	3.000
Library Page	1.000	1.000	1.000
Library Services Director	1.000	1.000	1.000
Library Support Services Assistant	2.000	2.000	2.000
Library Technology & Support Svcs. Mgr.	1.000	1.000	1.000
* ° Library Technology Assistant	2.000	2.000	1.000
Library Technology Coordinator	1.000	1.000	1.000
° Senior Library Clerk	4.000	4.000	2.000
Senior Library Manager	2.000	2.000	2.000
<i>Regular Full-Time Sub-Total</i>	<i>33.000</i>	<i>33.000</i>	<i>28.000</i>
 <b>Regular Part-Time (FTE):</b>			
Librarian II	0.500	0.500	0.500
Library Clerk	1.500	1.500	1.500
Library Page	1.500	1.500	1.500
<i>Regular Part-Time Sub-Total</i>	<i>3.500</i>	<i>3.500</i>	<i>3.500</i>
 <b>Part-Time/Non-Benefitted (FTE):</b>			
* Library Assistant	1.440	1.425	1.425
Library Clerk	2.400	2.375	2.375
° Library Page	7.680	7.600	4.725
<i>Part-Time/Non-Benefitted Sub-Total</i>	<i>11.520</i>	<i>11.400</i>	<i>8.525</i>
<b>Total Library Services</b>	<b>48.020</b>	<b>47.900</b>	<b>40.025</b>

\* Of the 40.025 full-time equivalent (FTE) positions, 2.475 FTE positions (1 Assistant Director, .475 Library Assistant and 1 Library Technology Assistant) are being held vacant and have not been budgeted in the 2012-13 fiscal year

° Eliminated: 1 Library Clerk, 1 Library Manager I, 2.88 Library Pages, 1 Library Technology Assistant and 2 Senior Library Clerks

## LIBRARY SERVICES DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b>Actual 2009-10</b>	<b>Actual 2010-11</b>	<b>Estimate 2011-12</b>	<b>Budget 2012-13</b>
Salaries & Benefits	2,924,025	2,677,355	2,747,735	2,850,478
Maintenance & Operations	1,026,162	1,056,097	1,082,058	1,018,455
Capital Outlay	5,000	10,823	12,299	2,500
<b>Total Operating Budget</b>	<b>3,955,187</b>	<b>3,744,275</b>	<b>3,842,092</b>	<b>3,871,433</b>
Capital Improvements	4,965	29,450	50,000	-
<b>Total Department</b>	<b><u>3,960,152</u></b>	<b><u>3,773,725</u></b>	<b><u>3,892,092</u></b>	<b><u>3,871,433</u></b>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
2001 Library Administration	775,815	727,141	836,054	744,696
2004 Technology & Support Services	801,905	709,205	732,927	735,662
2014 Lending Services	422,408	578,545	709,724	696,049
2016 Adult & Young Adult Services	888,719	1,013,538	967,900	1,117,047
2017 Children & Branch Services	1,071,305	745,296	645,487	577,979
<b>Total Department</b>	<b><u>3,960,152</u></b>	<b><u>3,773,725</u></b>	<b><u>3,892,092</u></b>	<b><u>3,871,433</u></b>
 <b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
100 General Fund	3,955,187	3,744,275	3,842,092	3,871,433
573 Library Facility Fees	1,965	29,450	50,000	-
790 Computer Replacement	3,000	-	-	-
<b>Total Funding</b>	<b><u>3,960,152</u></b>	<b><u>3,773,725</u></b>	<b><u>3,892,092</u></b>	<b><u>3,871,433</u></b>

## LIBRARY SERVICES | LIBRARY ADMINISTRATION

### PROGRAM DESCRIPTION

Library Administration provides planning, direction, control, and ongoing evaluation of the Library Services Department; seeks and administers library-related grants; and oversees library building maintenance, remodeling and renovations. Library Administration also serves as liaison to the Library Board of Trustees, the Library Foundation, the Friends of the Library, and other community support groups.

### SERVICE OBJECTIVES

1. Communicate the library's vision, mission and goals to the community via services and facilities.
2. Work with the Library Board of Trustees in the performance of its duties and responsibilities and through the preparation, distribution, and posting of agendas and recording of all Board meetings.
3. Maintain and strengthen relationships and communications among and between the library's primary groups – Trustees, staff, Foundation, Friends, City management, and City Council.
4. Work with the City of Orange Public Library Foundation and other groups to strengthen public/private partnerships to provide contributions for library facilities, programs, and services.
5. Implement organizational development, team building, and staff training activities through staff meetings, task forces, ad-hoc committees, employee recognition activities, and in-service training.
6. Maintain the appearance and condition of the library facilities, furnishings and equipment.
7. Recruit, place and oversee volunteers to enhance services.

### WORK PLAN FOR 2012-13

1. Continue to research new and evolving library service models in order to maximize service levels to the community, by August 2012. [4b]
2. Implement a social media presence for the library, by October 2012. [4b]
3. Expand volunteer opportunities, by June 2013. [3e]
4. Increase collaboration with Friends of the Library, Orange Public Library Foundation & other partnerships to support library services & programs, by June 2013. [3e]

## **LIBRARY SERVICES | TECHNOLOGY & SUPPORT SERVICES**

### **PROGRAM DESCRIPTION**

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The Technology & Support Services Division orders, receives, catalogs and processes all library material. It is responsible for maintaining a quality catalog database that provides access to library materials from within the library facilities or online from home, school or office. Maintaining the automated library system, the automated Internet sign-up system, public-access computers at all libraries, wireless access at all libraries, and information presented on the Library's web page are all part of this program. In addition, maintaining, planning and helping to implement new developments to the Library's computer network infrastructure, equipment and software are also included.

### **SERVICE OBJECTIVES**

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1. Order, catalog and process purchased and donated materials in an efficient manner.
2. Provide total access to Library collections, including electronic resources through the Internet.
3. Coordinate implementation and maintenance of the Library's network infrastructure, equipment and software with the City's contracted computer services staff.
4. Plan and present technology literacy training for staff and the public.
5. Coordinate and maintain the Library's web pages.

### **WORK PLAN FOR 2012-13**

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1. Complete RFID inventory of all Orange Public Library & History Center collections, by December 2012.[4c]
2. Collaborate with IT function to research and implement mobile access to the library's online catalog, by March 2013. [4c]
3. Develop database cleanup strategy and oversee initial cleanup of the patron and item databases, by June 2013.[4c]

## **LIBRARY SERVICES | LENDING SERVICES**

### **PROGRAM DESCRIPTION**

The Lending Services Division provides public services including new library card registrations, checkout and check-in of library materials, and collection of fines and fees at Orange's public libraries. In addition, Lending Services staff members sort and re-shelve returned library materials, oversee library borrowers' accounts, and coordinate the services of a collection agency. This unit also manages the routine mechanical operations of the Automated Materials Handling System (AMHS) sorters, Radio Frequency Identification (RFID) checkout machines, and leased copiers/printers.

### **SERVICE OBJECTIVES**

1. Provide control of materials on loan to the public by checking materials in and out, shelving materials in good order, and collecting fines and fees owed to Orange Public Library.
2. Provide library card registration to new library users.
3. Sort and re-shelve returned library materials promptly to ensure ready public access to them.
4. Assist in maintaining prompt, problem-free operation of self-checkout, automated check-in and sorting activities to optimize use of technology to facilitate library use and manage operational costs.

### **WORK PLAN FOR 2012-13**

1. Increase the number and hours of volunteers that are used to assist the pages, by December 2012. [3e]
2. Promote and increase patron usage of all automated systems, including returns via the sorter, self check, email notifications, and fine payments via the automated payment system, by May 2013. [4c]



## **LIBRARY SERVICES | ADULT & BRANCH SERVICES**

### **PROGRAM DESCRIPTION**

The Adult & Branch Services Division provides access to library materials and technology in various formats for adults and also provides programming, in order to educate, enrich, entertain and inform adults in the City of Orange. A History Center with specialized staff and collections provides preservation of, and public access to, Orange's unique and important heritage at the Orange Public Library & History Center. The Adult & Branch Services unit of the library also oversees the Literacy Center, which helps English-speaking adults improve their reading and writing skills, and the Taft and El Modena Branch Libraries.

### **SERVICE OBJECTIVES**

1. Provide basic reference services for adults at the Orange Public Library & History Center, Taft and El Modena Branch Libraries.
2. Maintain a print and audio-visual collection that provides leisure reading, listening and viewing materials; includes popular non-fiction; and supports the local educational curriculum to the community college level.
3. Provide enriched library services to adults, including bibliographic and computer instruction, reader's advisory service, and local history assistance.
4. Coordinate one-to-one literacy tutoring for adults who need to improve their reading and writing skills.
5. Facilitate public online access to information through subscription databases and public Internet resources.
6. Provide cultural and informational programs for the community.
7. Promote awareness of, and access to, local history by collecting and preserving print and non-print materials relating to Orange's past.

### **WORK PLAN FOR 2012-13**

1. Conduct four oral interviews to be added to the local history collection, by March 2013. [5c]
2. Investigate the creation of the Preservation Resource Center at Orange Public Library & History Center, by January 2013. [4b]
3. Evaluate and create a report on adult fiction and nonfiction collections at the Taft and El Modena Branch Libraries, by May 2013. [4b]

## **LIBRARY SERVICES | CHILDREN'S & TEEN SERVICES**

### **PROGRAM DESCRIPTION**

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The Children's and Teen Services Division provides access to library materials and technology in various formats, as well as programming, in order to educate, enrich, entertain and inform children, teens, and their families. This division includes the Homework Center, a cooperative program provided in conjunction with Orange Unified School District.

### **SERVICE OBJECTIVES**

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1. Provide basic reference services in the Children's and Teen Division of the Orange Public Library & History Center.
2. Provide enriched library services to children, teens and families, including bibliographic and computer instruction, reader's advisory service, class visits, school visits, and after-school homework assistance to children in preschool - 6<sup>th</sup> grade and teens grades 7 - 12.
3. Provide popular reading materials for children and teens, as well as materials to assist them with homework assignments.
4. Facilitate online access to information through subscription databases and public Internet resources for children and teens.
5. Provide cultural, educational, and informational children's and teen programs for the community.

### **WORK PLAN FOR 2012-13**

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1. Research and establish a Teen Advisory Committee, by December 2012. [4a]
2. Evaluate and create a report on children's fiction and nonfiction collections at the Taft and El Modena Branch Libraries, by May 2013. [4b]



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**Fire**

## **FIRE DEPARTMENT**

### **MISSION**

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The mission of the Orange City Fire Department is to prevent or minimize the loss of life, damage to the environment, and loss of property from the adverse affects of fire, medical emergencies, and hazardous conditions.

### **DEPARTMENT GOALS**

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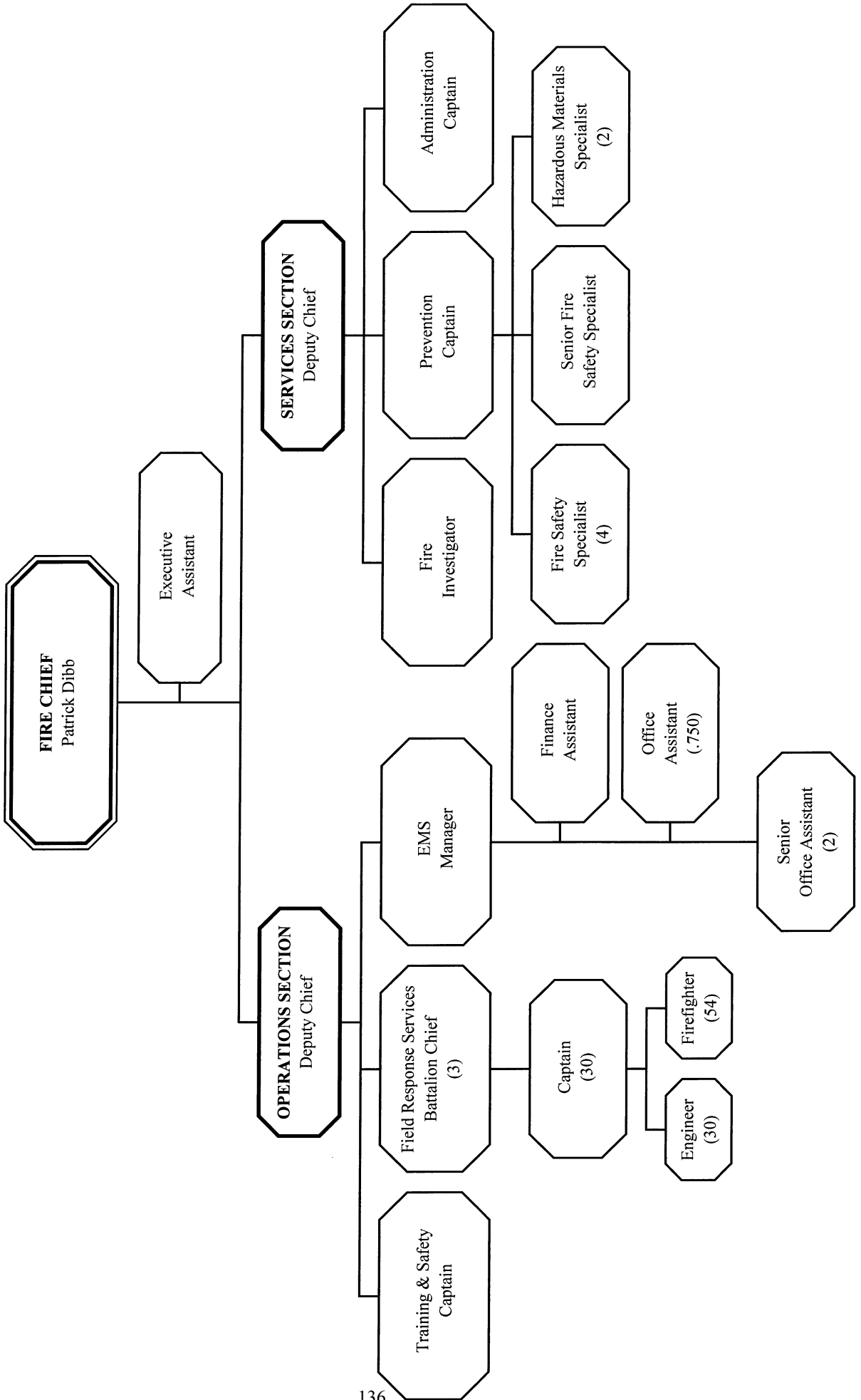
1. Provide exceptional customer service.
2. Rapidly respond to and aggressively intervene to mitigate all emergencies.
3. Maintain facilities, apparatus and equipment in a constant state of readiness.
4. Assure that all personnel receive comprehensive training, consistent with the highest professional standards of the fire service.
5. Efficiently use public funds while providing effective utilization of resources for maximum benefit.
6. Provide fire prevention, code enforcement and hazardous materials regulatory programs that assure a high level of public safety.
7. Deliver quality public education programs that address fire and life safety issues present in the community.
8. Coordinate emergency service activities to assist City departments and the public in preparing for a disaster.
9. Furnish personnel with equipment, clothing and other measures to ensure their safety and maximize performance capabilities.
10. Locate and apply for government and private grant programs to provide supplemental funding for new and existing Fire Department programs.

### **ACCOMPLISHMENTS FOR 2011-12**

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1. Responded to a total of 11,766 incidents during 2011.
2. Purchased, equipped, and placed into service one replacement staff command vehicle.
3. Completed the remodel of the backyard and side yard at Fire Station #4, including a new electric security gate.
4. Updating the Fire Department Operations Center at Fire HQ.
5. Installed fuel tanks and/or emergency power generators at fire stations 2, 3 and 5. Preparation continues for installation of a power generator and day tank at fire station 4.
6. Provided terrorism training for over 40 personnel, which was funded through Federal UASI grant monies.
7. Delivered 98 public education programs.
8. Processed 431 building and development plans to assure the safety of newly constructed buildings.
9. Completed 6,931 fire and life safety inspections of commercial and public facilities.
10. Conducted 104 fire cause and origin investigations, 14 formal arson investigation cases.
11. Implemented reorganization of suppression companies to include three Paramedic rescue ambulances and converting one engine to a Paramedic Quint Apparatus.

# FIRE



## FIRE DEPARTMENT

### SCHEDULE OF POSITIONS

	APPROVED 2010-11	APPROVED 2011-12	BUDGET 2012-13
<b>Sworn Regular Full-Time:</b>			
Fire Battalion Chief	5.000	5.000	5.000
* Fire Captain	33.000	33.000	33.000
Fire Chief	1.000	1.000	1.000
Fire Engineer	30.000	30.000	30.000
* Fire Fighter	54.000	54.000	54.000
Fire Inspector/Investigator	1.000	1.000	1.000
Fire Safety Specialist	1.000	1.000	1.000
<i>Sworn Regular Full-Time Sub-Total</i>	<i>125.000</i>	<i>125.000</i>	<i>125.000</i>
<b>Non-Sworn Regular Full-Time:</b>			
Emergency Medical Services Manager	1.000	1.000	1.000
Executive Assistant	1.000	1.000	1.000
Finance Assistant	1.000	1.000	1.000
Fire Safety Specialist - Misc.	3.000	3.000	3.000
Hazardous Materials Specialist	2.000	2.000	2.000
Office Assistant	0.000	0.000	0.000
* Senior Fire Safety Specialist	1.000	1.000	1.000
Senior Office Assistant	2.000	2.000	2.000
<i>Non-Sworn Regular Full-Time Sub-Total</i>	<i>11.000</i>	<i>11.000</i>	<i>11.000</i>
<b>Non-Sworn Regular Part-Time (FTE):</b>			
Office Assistant	0.750	0.750	0.750
<b>Total Fire</b>	<b>136.750</b>	<b>136.750</b>	<b>136.750</b>

\* Of the 136.75 full-time equivalent (FTE) positions, 9 FTE positions (2 Fire Captains, 6 Fire Fighters and 1 Snr Fire Safety Specialist) are being held vacant and have not been budgeted in the 2012-13 fiscal year

## FIRE DEPARTMENT

### Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	<u>Actual 2009-10</u>	<u>Actual 2010-11</u>	<u>Estimate 2011-12</u>	<u>Budget 2012-13</u>
Salaries & Benefits	21,672,026	22,116,983	21,837,838	22,323,193
Maintenance & Operations	2,700,377	2,776,073	3,259,732	2,768,534
Capital Outlay	117,638	20,012	51,822	51,822
<b>Total Operating Budget</b>	<b>24,490,041</b>	<b>24,913,068</b>	<b>25,149,392</b>	<b>25,143,549</b>
Capital Improvements	629,751	377,755	-	519,000
<b>Total Department</b>	<b>25,119,792</b>	<b>25,290,823</b>	<b>25,149,392</b>	<b>25,662,549</b>
 <u>DEPARTMENT PROGRAMS:</u>				
3001 Office of the Fire Chief	282,023	401,312	305,698	313,701
3011 Fire Administration	797,788	934,259	793,845	701,276
3012 Fire Prevention	1,560,650	1,630,944	1,681,745	1,673,611
3015 EMT Program	1,423,343	1,419,964	1,758,989	1,529,515
3021 Fire Operations	14,700,510	12,553,667	12,101,444	12,808,627
3022 Paramedics	5,872,448	7,831,160	7,889,694	8,135,697
3023 Fire Training	483,030	519,517	617,977	500,122
<b>Total Department</b>	<b>25,119,792</b>	<b>25,290,823</b>	<b>25,149,392</b>	<b>25,662,549</b>
 <u>DEPARTMENT FUNDING SOURCES:</u>				
100 General Fund	22,807,824	23,209,607	23,007,870	23,152,737
120 Proposition 172	412,114	83,405	104,652	289,055
125 Emergency Transport Program	1,585,903	1,647,334	2,004,623	1,935,413
500 Capital Projects Fund	102,685	2,385	-	75,000
550 Reimbursable Capital Projects	210,241	306,248	-	-
560 Fire Facilities Fees	879	61	-	210,000
575 800 MHz	146	-	-	-
940 Orange Merged Capital Projects	-	41,783	32,247	344
<b>Total Funding</b>	<b>25,119,792</b>	<b>25,290,823</b>	<b>25,149,392</b>	<b>25,662,549</b>



## **FIRE DEPARTMENT | FIRE CHIEF**

### **PROGRAM DESCRIPTION**

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The Office of the Fire Chief provides overall management of the fire protection and life safety resources necessary to maintain an effective level of service to the community. Program emphasis is organizational vision and planning and providing direction for the administrative, prevention, training, paramedic, rescue and fire suppression functions of the Fire Department.

### **SERVICE OBJECTIVES**

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1. Provide staff assistance to the City Council and City Manager as required and perform as an effective member of the City Manager's executive management team.
2. Serve as a strong advocate for fire and life safety issues relating to citizens, businesses and visitors to the City of Orange.
3. Manage the fiscal, physical and human resources of the Fire Department and assure the appropriate allocation and best utilization of those resources.
4. Guide the development of plans, policies and procedures required for the effective delivery of high quality customer service within the current City setting as well as annexation areas and new development.
5. Provide for firefighter safety through practices, procedures, equipment and safety clothing.
6. Maintain a collaborative working relationship with labor organizations to assure the Department services are optimal and employees are supported in an appropriate work environment.
7. Review and analyze Fire Department practices, procedures and equipment to assure excellent service is provided to Department customers.
8. Proactively guide grant application processes to create the highest possibility of grant awards – ongoing.
9. Develop and maintain close working relationships with other City departments, neighboring fire departments and allied organizations.
10. Improve communication with the public and other city departments.

### **WORK PLAN FOR 2012-13**

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1. Direct grant application processes to enhance funding available to the Department by January 2012. [2b]
2. Maintain the highest possible level of service within the constrained budget environment (Ongoing). [1a]
3. Continue to monitor department functions and staffing to identify cost-saving opportunities (Ongoing). [2a]
4. Maintain effective and positive working relationships with employees and labor groups through the period of reduced revenue and expenditures (Ongoing). [4e]
5. Improve communications throughout the Fire Department. Visit all personnel at least once a year to disseminate information and listen to concerns. Manage the Emergency and General Operations policy project with the goal of having new policies and procedures completed by October 2014. Revise the current website, use technology to disseminate and archive communication (Ongoing). [4c]
6. Develop future leaders within the department through training, mentoring, and work-related assignments (Ongoing). [4e]

## **FIRE DEPARTMENT | ADMINISTRATION**

### **PROGRAM DESCRIPTION**

The Fire Administration program provides the development, coordination, control and management of the Fire Department fiscal resources. The program provides other administrative functions including: personnel, workers' compensation, payroll, policy and procedure development, facility, and apparatus and equipment management. The Fire Administration program is managed by the Services Deputy Chief as directed by the Fire Chief.

### **SERVICE OBJECTIVES**

1. Provide administrative staff assistance to the Fire Chief as directed.
2. Provide timely acquisition, delivery, and documentation of supplies, services, repairs and other activities needed for the day-to-day operations of the Fire Department.
3. Provide grant research, application, and administration.
4. Administer the Fire Department workers' compensation issues.
5. Respond to special studies and information requests.
6. Coordinate the Fire Department's website.
7. Provide Fire Department liaison to other City Departments and County agencies.
8. Provide oversight of the Fire Department's record management system.
9. Administer the Fire Department Emergency Services programs, provides direction for future programs, facilities, and supplies.

### **WORK PLAN FOR 2012-13**

1. Conduct inspections of all personnel, apparatus, and facilities to ensure compliance with applicable rules, regulations and industry standards by September 2012. [1a]
2. Provide an updated Fire Department website by January 2013. [1b]
3. Ready the fire stations (critical infrastructure) for daily/disaster/terrorism consequences. This includes the basics of emergency food, water, fuel and power by June 2013. [1a]
4. Pursue all reimbursement due to the City from mutual aid activity (Strike Team Reimbursement) by June 2013. [1a]
5. Pursue all grant opportunities available to the Fire Department's mission and administer all awarded programs (Ongoing). [1a]
6. Search out opportunities for increased efficiency and improved service levels in all Fire Department operations by January 2013. [1a]

## FIRE DEPARTMENT | PREVENTION

### PROGRAM DESCRIPTION

The Fire Prevention program is charged with the responsibility of decreasing the potential for occurrence of fire, loss of life or personal injury due to fire, explosion or other hazardous conditions. This is accomplished through fire and life safety code inspections, code enforcement processes under the authority of City ordinances and State law, public education programs for residents and organizations in the community, and fire cause/arson investigation policies and procedures. The Fire Prevention program is managed by the Services Division Chief under the direction of the Fire Chief.

### SERVICE OBJECTIVES

1. Provide administrative staff assistance to the Fire Chief as directed.
2. Monitor, assist, and maintain database for the fire suppression inspection program. This is a citywide suppression company inspection process for commercial and industrial occupancies.
3. Conduct mandatory annual high-rise building inspection reports. Submit 24 annual inspection reports to the California State Fire Marshal.
4. Conduct state-mandated jail inspections and forward reports to the California State Fire Marshal and the California Department of Corrections.
5. Present Fire Prevention training sessions to Fire Suppression personnel addressing topics such as code enforcement pertaining to business inspections, hazardous materials inspections, fire investigations, scene management, and wildland interface/fuel modification codes.
6. Provide fire and life safety recommendations through plan review and inspection of hazardous occupancies, new construction, underground tanks, wildland interface fuel management design, hospitals, schools, state licensed care facilities and specialized fire and life safety activities.
7. Maintain the mandated hazardous materials program as required by State and Federal law.
8. Provide hazardous materials information for fire suppression companies to use in emergency situations.
9. Conduct the Weed Abatement Program as required by City ordinance.
10. Manage the Fuel Modification reporting requirements for homes in the wildland interface.
11. Investigate promptly the cause, origin and circumstances of each and every fire involving loss of life or injury to person, or destruction or damage to property.

### WORK PLAN FOR 2012-13

1. Provide a Fire Prevention Section self-assessment to include a gathering of all existing general orders, guidelines and procedures; identification of any gaps or deficiencies in existing documents; creation of new general orders, guidelines and procedures where necessary; implementation of the new documents; and initiation of a quality control program by January 2013. [2a]
2. Research and develop an electronic plan review program in collaboration with the Community Development Department by January 2013. [4c]
3. Execute the first phase of the Hazardous Materials E-Submit grant which fulfills the electronic hazardous materials disclosure submittal requirement of Assembly Bill 2286 by June 2013. [4c]
4. Assess and reassign duties to account for reduced fire safety specialist staffing due to the freezing of a Fire Safety Specialist position. Identify potential opportunities to increase work-process and technological efficiencies, implementing them where possible to leverage remaining staffing by January 2013. [1a]

## **FIRE DEPARTMENT | EMERGENCY MEDICAL TRANSPORTATION**

### **PROGRAM DESCRIPTION**

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The Emergency Medical Transportation Program provides ambulance transportation from the scene of a medical emergency to a hospital. Personnel assigned to the Rescue Ambulances are "Dual-Function." In addition to providing medical service, they respond to structure fires and other life/property threatening incidents in the community.

### **SERVICE OBJECTIVES**

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1. Provide highly professional and courteous emergency medical transportation 100% of the time.
2. Maintain the budget for Emergency Medical Transportation Program in a fiscally responsible manner.
3. Reduce morbidity and mortality from citizens experiencing medical emergencies.

### **WORK PLAN FOR 2012-13**

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1. Investigate and deploy services that ensure the security and the accountability for controlled medications (Ongoing). [1b]
2. Transition from paper based to electronic submission of documentation to our EMS billing service by March 2013. [1b]
3. Provide department-wide implementation of OC-MEDs electronic data collection by March 2013. [1b]
4. Transition from paper based to electronic Continuous Quality Improvement to better monitor care provided to patients by March 2013. [1b]

## **FIRE DEPARTMENT | FIRE OPERATIONS**

### **PROGRAM DESCRIPTION**

The Fire Operations Program is considered an “all risk” program and answers to the vast majority of all emergencies. This includes response to, and mitigation of, fire, medical, physical rescue, explosion, and other hazardous conditions, as well as assisting the Police Department during their emergency responses. This program also conducts annual fire safety inspections; public education; fire training; and station, apparatus, and equipment maintenance. This program is administered from eight fire stations located throughout the community.

### **SERVICE OBJECTIVES**

1. Maintain a constant staffing level to provide emergency services to the public.
2. Manage the budget for Fire Operations in a fiscally responsible manner.
3. Provide the apparatus, equipment and supplies needed to handle emergency responses.
4. Provide and utilize Mutual Aid and Automatic Aid to surrounding communities in accordance with state and local agreements.
5. Provide public education programs that will help prevent emergencies and enhance the quality of life in the community.
6. Provide the safest working environment possible for all personnel.
7. Provide quality improvement reviews for operational effectiveness.
8. Conduct annual pump/ladder/equipment tests for all apparatus.
9. Continue with Post Incident Analysis of all command incidents and multi-victim incidents.
10. Provide fire inspections and fire prevention programs to prevent emergencies in the community.

### **WORK PLAN FOR 2012-13**

1. Provide in-service training for department personnel by June 2013. [1a]
2. Implement the CAD Move Up module for fire station coverage with Metro Net Dispatch by June 2013. [1c]
3. Inspect all fire station, grounds, and apparatus by June 2012. [1b]
4. Develop programs to reduce emergency response times by June 2013. [1a]

## **FIRE DEPARTMENT | PARAMEDICS**

### **PROGRAM DESCRIPTION**

The Paramedic Program provides Advanced Life Support (ALS) treatment capabilities to the community. The program provides an extension of the Base Station Hospital's emergency services into the field. The program also provides resources for response to emergencies such as fires and other life or property threatening incidents.

### **SERVICE OBJECTIVES**

1. Provide ALS treatment in accordance with various protocols and requirements designated by County and State Emergency Medical Service (EMS) Agencies.
2. Maintain the budget for Paramedics in a fiscally responsible manner.
3. Maintain documentation of current appropriate licenses or certifications for all personnel assigned to the Paramedic Program as required by law.
4. Continue EMS Education and skills maintenance training programs for advanced life support and basic life support providers. In conjunction with the OFD Training Captain.
5. Further develop and maintain the formal Fire Department Quality Assurance Plan. Continuation of field observations by the EMS Manager is an important component of this program
6. Provide and maintain adequate medical supplies and equipment to ensure that EMS duties can be performed in the safest manner possible for the public and our personnel.

### **WORK PLAN FOR 2012-13**

1. Coordinate monthly EMS Training while keeping units in first due response areas as much as possible (Ongoing). [1a]
2. Implement new Advanced Life Support devices/equipment and procedures as directed by Orange County EMS by October 2013. [1a]
3. Continue implementation of electronic data collection/patient care record system by June 2013. [1a]
4. Modify existing QI Plan to incorporate O.C. EMS Standing Field Treatment Protocols by September 2012.

## FIRE DEPARTMENT | TRAINING

### PROGRAM DESCRIPTION

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The Training Program delivers and facilitates training activities to all operations personnel. This includes research, development, and implementation of a variety of training courses, including basic and advance firefighter techniques, administrative and supervisory training. This program coordinates and administers recruit and promotional exams, as well as recruit firefighter, engineer and company officer academies. This program maintains a strong working relationship with Santa Ana College, Urban Areas Securities Initiative (UASI) and the California Firefighter Joint Apprenticeship Commission (CFJJAC). In addition to training functions the members of this program also serve as the departments Safety Officer, ensuring compliance with common safety practices.

### SERVICE OBJECTIVES

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1. Coordinate and direct department activities as they relate to training, employee development and safety.
2. Coordinate the development of entry-level and promotional examination processes in cooperation with the Human Resources Department.
3. Provide the development, implementation, and monitoring of recruit training, apparatus operator training, officer training, and company performance standards based on evaluations.
4. Provide training standards to meet Federal regulations, CAL-OSHA regulations, and safety/operational requirements.
5. Coordinate the Research and Development Committee and Safety Committee programs.

### WORK PLAN FOR 2012-13

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1. Provide for direction of the in-service training program by June 2013. [1a]
2. Coordinate UASI grant funded training through June 2013. [2a]
3. Coordinate and conduct a Fire Engineers Academy by December 2012.[1a]
4. Coordinate and conduct a Fire Fighter Recruit Academy by June 2013. [1a]
5. Provide safety inspections of fire stations and grounds by June 2013. [1b]



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**Police**

## POLICE

### MISSION

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To perform our law enforcement duties with innovative leadership, accountable to the people we serve, in order to ensure their safety and improve the quality of life in our diverse community.

### DEPARTMENT GOALS

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1. Coordinate the resources of all city departments relative to emergency services and homeland security and maintain the operational capability of the City's Emergency Operations Center (EOC).
2. Create a safe environment for our citizens by utilizing all available resources as we work to suppress criminal activity in the City of Orange.
3. Constantly strive to enhance our partnership with the community.
4. Seek out opportunities to implement lasting solutions to the problems facing the community and thereby improve the quality of life in Orange.
5. Create a professional working environment and organizational structure that prepares, encourages, and provides opportunities for employees to achieve their full potential.
6. Use acquired technology to quickly and accurately identify crime trends and direct appropriate resources to address them.
7. Utilize the Youth Services Bureau within the Detective Division to address current and future youth issues that are developing due to City growth and changes in demographics. This unit will coordinate the efforts of Department personnel, the Youth Services Council of Orange, educators, the courts and citizen activists in a task force style approach to address the unique challenges this segment of the population represents.
8. Expand the use of non-sworn personnel, citizen volunteers, and reserve officers in new and innovative ways to enhance the Department's ability to respond to the wide array of challenges facing law enforcement.

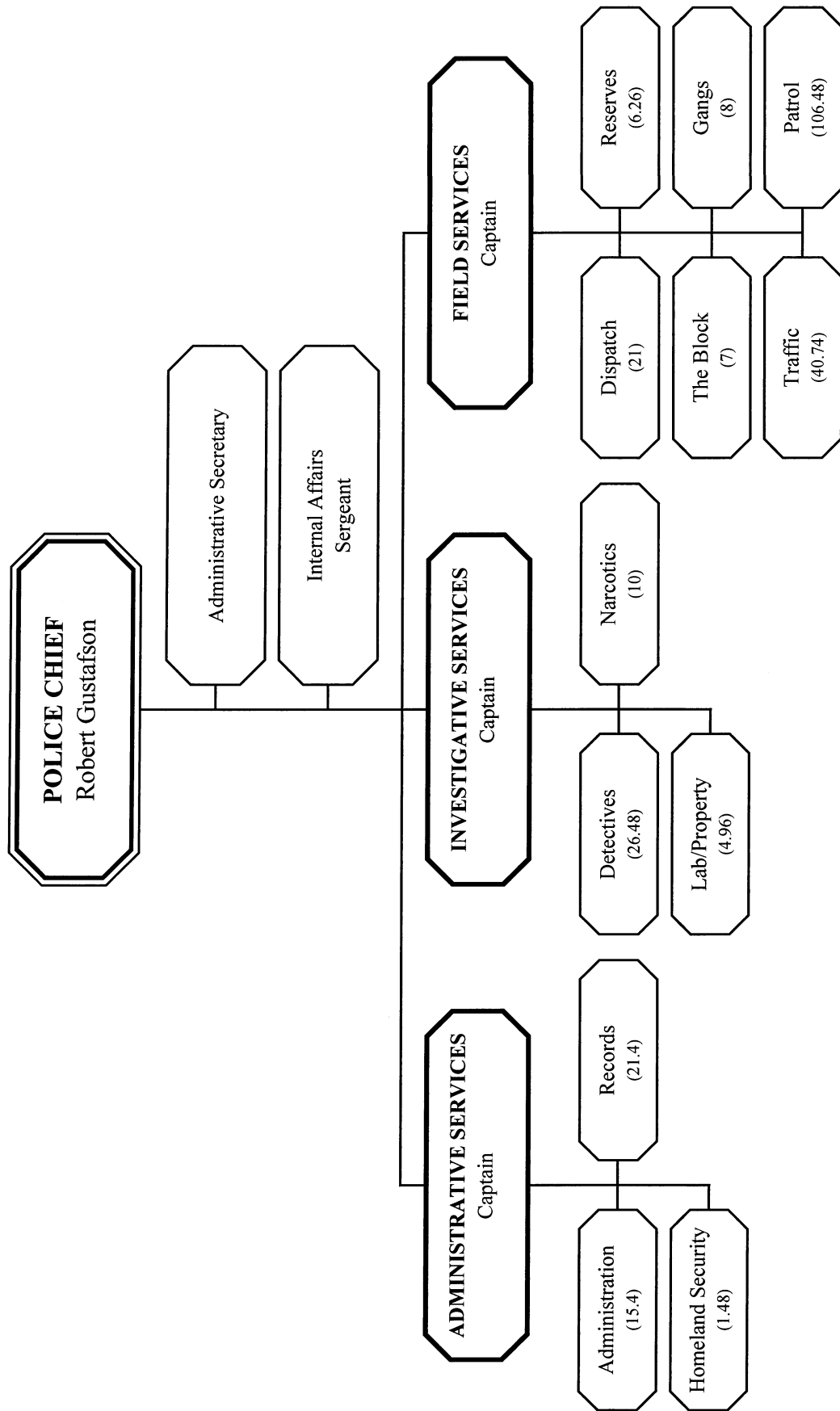
### ACCOMPLISHMENTS FOR 2011-12

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1. A complete furniture upgrade of the Dispatch Center consoles was completed in February 2011, using allotted State of CA 9-1-1 funding, and asset forfeiture funds.
2. The GIS mapping system used to identify locations of cellular and residential 9-1-1 emergency calls was completed using allotted State of CA GIS funding, including the addition of high-resolution computer monitors, and the inclusion of maps for the City of Garden Grove, for whom Orange Police Department is the alternate Public Safety Answering Point (PSAP).
3. Telephone and Radio call quality auditing in the Dispatch Center was implemented in January 2012.
4. The Communications and Dispatch Center handled more than 245,000 business and emergency telephone calls.
5. The Training Bureau completed an eight-week briefing training series on mental illness that included information on several mental disorders, and the mental health system aimed at improving field contacts and dispositions of individuals with mental disorders.
6. A successful recruitment process was completed for police officers, with the hiring of two new employees to replace positions vacated by retirements.
7. The Traffic Bureau was successful in obtaining another DUI grant in the amount of \$140,000.00. The DUI Team had another successful year with over 500 DUI arrests (projected to fiscal year end). The Traffic Bureau's efforts contributed to keeping Orange's motoring public much safer.

8. A complete Firearms Audit was completed to ensure compliance with Annual Firearms Inspection and qualification procedures.
9. The Youth Services Bureau and the Gang Unit continue the successful partnership with the District Attorney's Office in the Gang Reduction and Intervention Program. We have conducted numerous seminars for OUSD staff, parents and students at our elementary and middle schools that participate in GRIP. We have developed positive working relationships with the school staff and are making a difference as we work toward preventing at-risk youth from joining gangs.
10. The Department purchased the Cellebrite Universal Forensics Examination Device. The Cellebrite device has been an excellent tool in securing evidence from smart phones and android tablets. The device has been successfully utilized agency-wide during investigations of homicides, sex offenses, gang crimes, narcotic offenses, and graffiti cases. Digital data is priceless evidence that helps us track suspects, solve crimes, gather intelligence, and later prove our cases in court.
11. An Alcohol Awareness training was hosted for all ABC-licensed establishments at The Outlets at Orange to educate serving staff in reducing alcohol-related incidents.

# POLICE



## POLICE DEPARTMENT

### SCHEDULE OF POSITIONS

	APPROVED 2010-11	APPROVED 2011-12	BUDGET 2012-13
<b>Sworn Regular Full-Time:</b>			
* Police Academy Trainee	2.000	2.000	2.000
* Police Captain	3.000	3.000	3.000
Police Chief	1.000	1.000	1.000
* Police Lieutenant	7.000	7.000	7.000
Police Officer	131.000	131.000	131.000
* Police Sergeant	23.000	23.000	23.000
<i>Sworn Regular Full-Time Sub-Total</i>	<i>167.000</i>	<i>167.000</i>	<i>167.000</i>
<b>Sworn Part-Time/Non-Benefitted (FTE):</b>			
* Police Reserve Officer I	2.550	2.595	2.250
* Police Reserve Officer II	1.530	1.557	1.384
* Police Reserve Officer III	1.700	1.730	1.903
<i>Sworn PT/Non-Benefitted Sub-Total</i>	<i>5.780</i>	<i>5.882</i>	<i>5.537</i>
<b>Non-Sworn Regular Full-Time:</b>			
* Civilian Investigative Officer	4.000	4.000	4.000
Court Liason Officer	1.000	1.000	1.000
Crime Analyst	1.000	1.000	1.000
Crime Prevention Specialist	2.000	2.000	2.000
° Crisis Intervention Counselor	1.000	1.000	0.000
Executive Assistant	1.000	1.000	1.000
Forensic Services Specialist	1.000	1.000	1.000
Forensic Services Supervisor	1.000	1.000	1.000
Maintenance Worker	1.000	1.000	1.000
Parking Control Officer II	3.000	3.000	3.000
Police Administrative Assistant	3.000	3.000	3.000
Police Armorer	1.000	1.000	1.000
Police Clerk	1.000	1.000	1.000
Police Code Enforcement Officer	1.000	1.000	1.000
* Police Communications Manager	1.000	1.000	1.000
* Police Dispatch Shift Supervisor	3.000	3.000	3.000
Police Dispatcher	14.000	16.000	16.000
Police Dispatcher I	2.000	0.000	0.000
* Police Records Clerk	13.000	13.000	12.000
Police Records Manager	1.000	1.000	1.000
* Police Records Shift Supervisor	3.000	3.000	3.000
* Police Services Officer	6.000	6.000	6.000
Police Subpoena/Warrants Specialist	1.000	1.000	1.000

## POLICE DEPARTMENT (continued)

### SCHEDULE OF POSITIONS

	APPROVED 2010-11	APPROVED 2011-12	BUDGET 2012-13
<b>Non-Sworn Regular Full-Time (continued):</b>			
Police Training Coordinator	1.000	1.000	1.000
Police Volunteer Coordinator	1.000	1.000	1.000
Property Officer	2.000	2.000	2.000
Senior Administrative Analyst	1.000	1.000	1.000
° Senior Finance Clerk	1.000	1.000	0.000
Senior Police Clerk	6.000	6.000	6.000
<i>Non-Sworn Regular Full-Time Sub-Total</i>	<i>78.000</i>	<i>78.000</i>	<i>75.000</i>
<b>Non-Sworn Regular Part-Time (FTE):</b>			
Police Dispatcher	1.000	1.000	1.000
School Crossing Guard Supervisor	0.500	0.500	0.500
<i>Non-Sworn Regular PT Sub-Total</i>	<i>1.500</i>	<i>1.500</i>	<i>1.500</i>
<b>Non-Sworn Part-Time/Non-Benefitted (FTE):</b>			
Administrative Analyst II	0.000	0.000	0.173
Civilian Investigative Officer	1.440	1.425	1.598
Parking Control Officer I	3.840	3.800	3.800
* Police Cadet II	6.720	6.650	6.650
Police Clerk	1.440	1.425	1.425
School Crossing Guard	11.480	11.480	11.472
<i>Non-Sworn PT/Non-Benefitted Sub-Total</i>	<i>24.920</i>	<i>24.780</i>	<i>25.118</i>
<b>Total Police</b>	<b>277.200</b>	<b>277.162</b>	<b>274.155</b>

\* Of the 274.155 full-time equivalent (FTE) positions, 21.087 FTE positions (2 Academy Trainees, .865 Reserve Officer II, 1.038 Reserve Officer III, 1.384 Reserve Officer I, 3.80 Police Cadet II, 1 Civilian Investigations Officer, 1 Police Captain, 1 Police Communications Manager, 1 Police Dispatch Supervisor, 1 Police Lieutenant, 2 Police Records Clerks, 2 Police Records Shift Supervisors, 2 Police Sergeants and 1 Police Services Officer) are being held vacant and have not been budgeted in the 2012-13 fiscal year. Among these unbudgeted positions are 5 sworn positions

° Eliminated: 1 Crisis Intervention Counselor and 1 Senior Finance Clerk

## POLICE DEPARTMENT

### Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	<u>Actual 2009-10</u>	<u>Actual 2010-11</u>	<u>Estimate 2011-12</u>	<u>Budget 2012-13</u>
Salaries & Benefits	32,290,995	31,670,863	33,341,248	34,407,200
Maintenance & Operations	3,709,692	3,871,087	3,691,917	3,046,209
Capital Outlay	192,106	264,462	86,602	25,500
<b>Total Operating Budget</b>	<b>36,192,793</b>	<b>35,806,412</b>	<b>37,119,767</b>	<b>37,478,909</b>
Capital Improvements	148,154	91,366	154,450	-
Debt Service	134,026	123,886	-	123,886
<b>Total Department</b>	<b>36,474,973</b>	<b>36,021,664</b>	<b>37,274,217</b>	<b>37,602,795</b>
 <u>DEPARTMENT PROGRAMS:</u>				
4001 Office of the Police Chief	770,893	719,380	724,219	718,678
4011 Police Administration	3,677,198	3,555,747	3,407,016	3,358,707
4012 Dispatch	1,799,912	1,826,201	2,038,291	2,097,426
4013 Records	1,584,572	1,436,055	1,371,930	1,407,416
4014 Reserves	151,462	159,914	128,223	127,914
4021 Patrol	16,025,291	16,039,257	16,722,546	16,699,704
4031 Detectives	4,331,108	4,253,413	4,437,008	4,576,110
4032 Gangs	1,346,771	1,226,317	1,331,898	1,422,262
4033 Narcotics	1,680,134	1,674,009	1,697,890	1,938,594
4034 Lab/Property	486,941	475,297	551,987	503,515
4041 Traffic	3,587,321	3,660,068	3,720,209	3,637,867
4055 The Block	697,612	709,051	799,062	821,866
4081 Homeland Security	335,758	286,955	343,938	292,736
<b>Total Department</b>	<b>36,474,973</b>	<b>36,021,664</b>	<b>37,274,217</b>	<b>37,602,795</b>
 <u>DEPARTMENT FUNDING SOURCES:</u>				
100 General Fund	35,232,108	35,052,227	36,527,718	36,950,560
120 Proposition 172	391,637	359,513	413,410	388,186
245 Air Pollution Reduction	4,402	6,582	7,000	5,000
350 Traffic Safety Grant Fund	34,620	9,012	6,833	6,676
353 Federal Police Grants	108,866	7,335	15,826	546

## POLICE DEPARTMENT

### Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>		<u>Actual 2009-10</u>	<u>Actual 2010-11</u>	<u>Estimate 2011-12</u>	<u>Budget 2012-13</u>
354	AB3229-COPS/State	232,624	112,221	-	8,346
355	Asset Seizure-Federal	337,461	336,965	200,116	186,494
356	Asset Seizure - State (85%)	64,371	39,100	48,973	47,425
357	Asset Seizure - State (15%)	15,435	36,368	1,301	2,657
570	Police Facility Fees	3,305	3,372	6,935	6,905
725	Major Building Improvements	-	5,440	-	-
940	Orange Merged Capital Projects	9,110	13,691	11,941	-
941	Orange Merged Housing	41,034	39,838	34,164	-
<b>Total Funding</b>		<u><u>36,474,973</u></u>	<u><u>36,021,664</u></u>	<u><u>37,274,217</u></u>	<u><u>37,602,795</u></u>



## **POLICE | OFFICE OF THE CHIEF**

### **PROGRAM DESCRIPTION**

The Office of the Chief is responsible for public safety as it relates to reporting, investigating and preventing crime in the community. The Office of the Chief is also responsible for the overall leadership, management and mission of the Police Department.

### **SERVICE OBJECTIVES**

1. Provide an organizational work atmosphere that allows employees to reach their highest level of ability.
2. Develop a highly trained and professional staff of law enforcement personnel who are dedicated to the department and the community.
3. Serve and protect the community by providing the highest level of professional police services.
4. Facilitate the development of a strong management team that works together to identify and address the future needs of the Department and the community.

### **WORK PLAN FOR 2012-13**

1. Continue the CompStat crime control model with the goal of effectively and efficiently coordinating resources to control crime through June 2013. [1a]
2. Develop future leaders within the department through training, mentoring and work-related assignments through June 2013. [4e]
3. Utilize the department website, iWatch, public service announcements, and public events to provide crime prevention and department information through June 2013. [1e]
4. Continue to monitor department functions and staffing to identify cost saving opportunities through June 2013. [2a, 2b]

## **POLICE | ADMINISTRATION**

### **PROGRAM DESCRIPTION**

The Administration Division is responsible for numerous diverse functions in support of Police Department operations. The functions include Fiscal Affairs, Information Technology, Timekeeping, the Records Bureau, Crime Prevention/Analysis Unit, Volunteer Program, Facility and Fleet Services. The Division is also responsible for the Homeland Security program which coordinates emergency preparedness as well as grant administration and technological advancements within the Department.

### **SERVICE OBJECTIVES**

1. Recruit, background and hire top-quality applicants for all sworn and non-sworn positions.
2. Provide employees with relevant training designed to improve skills and performance.
3. Provide employees with state-of-the-art technology to improve efficiency and effectiveness.
4. Administer the Department's budget and control expenditures.
5. Identify and administer Department grants.
6. Through crime analysis, continue to provide accurate and timely statistical information to help reduce and prevent criminal activity.
7. Provide and maintain an effective in-service volunteer staff.
8. Direct crime prevention efforts through the planning process, community education and crime analysis.
9. Coordinate with Building and Fleet Services for police facility, vehicle and related services.
10. Manage the Department's English and Spanish websites.

### **WORK PLAN FOR 2012-13**

1. Utilize the new LCD and software system to provide continuous training and improve communication to all personnel through June 2013. [1a]
2. Complete the conversion of Training Files for all employees to electronic format by December 2012. [4d]
3. Provide biennial Advanced Officer Training as required by POST by January 2013. [4e]
4. Utilize the POST training videos and other on-line training resources for more cost-effective training courses by June 2013. [4e]
5. Create in-house video productions for department and public use by June 2013. [4e]
6. Maintain a list of candidates for vacant positions as applicable through June 2013. [4e]
7. Provide seasonal crime prevention messages to the public through i-Watch PSA's through June of 2013. [1e]
8. Implement the Link Analysis program to document and analyze complex relationships within criminal organizations by June 2013. [1b]
9. Coordinate three focused briefing training series to increase knowledge base and improve service delivery by June 2013. [4e]
10. Develop a Yearly Training Plan to identify internal training topics and guide training delivery. [4e]
11. Coordinate beta-testing of Field-Based Reporting software in the Field Services Division by March 2013. [1a]

## **POLICE | DISPATCH**

### **PROGRAM DESCRIPTION**

Dispatch answers all incoming 9-1-1 and business calls for police service. Employees are responsible for correctly routing and prioritizing emergency and routine calls, as well as disseminating vital information to police employees or other appropriate agencies. Dispatch provides support for field officers by coordinating activities and providing information through a complex network of computerized systems. Computerized dispatch functions include phone (VIPER), radio and Computer Aided Dispatch (CAD) systems. Dispatchers input all necessary call data into the CAD system, which provides a historically accurate synopsis of calls that is later used for court and statistical purposes.

### **SERVICE OBJECTIVES**

1. Provide professional and courteous customer service to citizens and co-workers equally, while prioritizing tasks in a timely and efficient manner. This would include handling 9-1-1 and routine calls in a predetermined manner to best handle the needs of both callers and responders.
2. Facilitate the professional development of shift supervisors in order to enhance consistent supervision on all shifts. This will assist them in monitoring workload and performance, as well as provide a foundation for leadership, direction and cooperation between communications and patrol.
3. Maximize the effective use of technology to further serve the public and fellow workers within the department.
4. Maintain a unified training program and up-to-date manual consisting of four well-defined training phases for new-hires. Facilitate professional development of all personnel to enhance leadership and decision-making skills.

### **WORK PLAN FOR 2012-13**

1. Schedule training for all Dispatchers to comply with bi-annual POST continuing professional training requirements by December 2012. [4e]
2. Provide additional leadership and supervisory training for Dispatch Shift Supervisors by March 2013. [2e]
3. Conduct and evaluate monthly quality assurance reports to verify effective service delivery through June 2013. [4d]
4. Evaluate dispatch schedule effectiveness with each shift change through June 2013. [1a]
5. Evaluate and revise PSA's for the "On-Hold" messaging system to provide useful, timely, and relevant information to the public on a quarterly basis through June 2013. [1e]

## **POLICE | RECORDS**

### **PROGRAM DESCRIPTION**

The Records Bureau maintains and protects the integrity of the Department's criminal reports and other documents. Included in this function is the file maintenance of the Records Management Computer System, warrant/subpoena processing, and data input. The Records Bureau is also responsible for complying with State mandated regulations and responding to public inquiries.

### **SERVICE OBJECTIVES**

1. Provide professional and courteous customer service to the public, law enforcement agencies and department co-workers.
2. Process all reports for investigators, court system and other state and federal agencies.
3. Maintain records, computer files, and original documents to comply with mandated state law.
4. Comply with regulations pertaining to the California Law Enforcement Teletype System (CLETS), Criminal Justice Information System (CJIS) and National Crime Information Center (NCIC).
5. Maintain all department criminal warrants in accordance with "due diligence" requirements.
6. Serve as a liaison between the Courts, District Attorney and officers for subpoena service and mandated court appearances.
7. Maintain, collect and report statistical information for the Uniform Crime Reports.

### **WORK PLAN FOR 2012-13**

1. Electronically scan department reports from year 2003 by June 2013. [1a]
2. Purge all non-major crime cases from year 2004 by December 2012 [1a]
3. Electronically scan major crime cases from year 2004 by June 2013. [1a]
4. Supervisory personnel will attend 12 California Law Enforcement Association of Records Supervisor (CLEARs) meetings by June 2013. [4e]
5. Schedule Records Clerk personnel to attend POST Records Clerk Course by June 2013. [4e]
6. Conduct bi-annual CLETS Teletype recertification testing by June 2013. [4e]
7. Conduct due diligence on warrants through June 2013. [1a]

## **POLICE | RESERVES**

### **PROGRAM DESCRIPTION**

The Reserve Program provides direct assistance to all divisions of the Department with primary emphasis on Patrol. Reserve Officers work a variety of special events in addition to regularly scheduled functions such as patrol, prisoner transportation and booking of arrestees.

### **SERVICE OBJECTIVES**

1. Assist the Field Services Division with prisoner transport and arrestee booking.
2. Provide assistance to the Patrol Division by supplementing the patrol force with qualified reserves to handle officers' requests for assistance, special events, and loud party disturbances.
3. Assist the Traffic Bureau with assistance during DUI checkpoints and special events.
4. Assist the Training Bureau with firearms qualification.

### **WORK PLAN FOR 2011-12**

1. Schedule reserve officers to work detention, prisoner transportation and DUI enforcement at least twenty hours per week through June 2013. [1a]
2. Conduct nine critical skills trainings for reserve officers through June 2013. [4e]
3. Provide firearms training, in conjunction with the Force Tactics Staff, to reserve officers by June 2013. [4e]
4. Schedule reserve officers to assist the Field Services Division with CompStat enforcement efforts through June 2013. [1a]
5. Provide reserve officers to assist the Traffic Bureau with all scheduled DUI checkpoints through June 2013. [1a]

## **POLICE | PATROL**

### **PROGRAM DESCRIPTION**

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The Field Services Division is the first responder to calls for police service. The Division is responsible for patrol activity, general law enforcement duties, and community oriented policing efforts. Special functions within Patrol include the Traffic Bureau, Communications Center, Bike Team (which coordinates the Neighborhood Enhancement Team), the Canine Unit, Special Enforcement Detail (SED), SWAT, Reserve Officers, Police Service Officers, Gang Unit, the substation at The Outlets at Orange, and the Explorer Post.

### **SERVICE OBJECTIVES**

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1. Reduce Crime through utilizing the principles of CompStat, which include accurate and timely intelligence; effective tactics and strategies; rapid, focused deployment of resources; and relentless follow-up.
2. Work with the community stakeholders to improve quality of life in higher density neighborhoods through education, interaction and enforcement.
3. Maintain comprehensive service delivery to routine and unanticipated events through continued education and proper scheduling of personnel
4. Maintain the highest level of professionalism with everyone we encounter.

### **WORK PLAN FOR 2012-13**

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1. Continually analyze and adapt the deployment of resources to adequately address crime trends through June 2013. [1a]
2. Conduct a minimum of two (2) patrol-led crime reduction operations that utilize resources from throughout the department through June 2013. [3e]
3. Provide two (2) formalized leadership training sessions for patrol personnel by June 2013. [4d]
4. Using Patrol's specialized units and regular Patrol personnel, conduct monthly probation/parole sweeps in "hot spot areas" indentified through CompStat through June 2013. [1a]

## **POLICE | DETECTIVES**

### **PROGRAM DESCRIPTION**

The Investigative Services Division is responsible for identifying the suspects who commit crimes and bringing them to justice. Cases are referred to the Division for follow-up after they are reported to a PSO or Patrol Officer. After analyzing interviews and interpreting evidence, the Division works closely with the District Attorney's Office to bring charges against the offending party. The Division's Youth Services Bureau (YSB) proactively addresses juvenile crime problems by coordinating efforts of School Resource Officers (SRO) and juvenile investigators. The YSB works closely with the schools to monitor alternative programs for the youthful offender and pre-offender juveniles, referring minors to community and social service programs designed to minimize negative pre-delinquent behaviors.

### **SERVICE OBJECTIVES**

1. To respond and assist Patrol officers at crime scenes where the need exists for immediate investigative follow-up.
2. To respond to inquiries from victims and provide community education related to the prevention of both property and violent crimes.
3. To utilize federal, state and local resources to assist with unsolved crimes and prosecute them to the fullest extent of the law.
4. To identify "at-risk" youth, provide pre-offender counseling, and pro-actively address the growing concern for juvenile delinquency.
5. Investigate financial crimes including identity theft, credit card fraud, counterfeit checks, embezzlement, internet and computer-based fraud, financial elder abuse, forgery, and various "theft by scam" cases.
6. Through participation in the CompStat process, collaborate with the Patrol Division to develop crime fighting strategies and deploy resources in an effort to reduce crime.

### **WORK PLAN FOR 2012-13**

1. Property Crimes Unit personnel will conduct three public presentations to community groups promoting awareness of current financial crime trends by June 2013. [1.e]
2. Identify all secondhand dealers operating in the city. Provide education and seek compliance from dealers through enforcement and cooperation. Conduct two sting operations to verify compliance, the first by December 2012 and second by June 2013. [1.a]
3. Annually check on registered sex offenders to ensure compliance with lifetime PC § 290 statutes. Actively prosecute those offenders that are out of compliance. Liaison with the Probation Department and State Parole concerning issues with registrants being housed in local hotels. This will be on-going throughout the fiscal year. [1.a]
4. Throughout the fiscal year, the Investigative Services Division's PC 290/Parolee investigator will proactively monitor the movement of PC 290 sex registrants' at various civic events such as: Street Fair, Treats in Streets, and the Tree Lighting Ceremony. This will be on-going throughout the fiscal year. [1.a]
5. Identify areas of high-frequency Part I criminal activity and conduct two surveillance operations targeting identified crimes such as burglary, auto theft and metal theft, the first by December 2012 and second by June 2013. [1.a]
6. YSB SRO's will conduct three public presentations to both high schools and Chapman University on the topic of Sexual Assault Prevention Education (SAFE) by June 2013. [1.e]

7. YSB will participate in the OCDA's GRIP program with four identified schools and seek to add one more to the list by June 2013. [1.e]
8. YSB will attend update training on the use of the Orange County COPLINK System as we have new patrol rotators assigned to the unit. This will be done as needed throughout the fiscal year. [4.e]
9. YSB will support patrol in at least two special crime trend operational periods by June 2013. Assigned YSB personnel will document their activity and provide it to the crime analyst. [4.d]
10. YSB detectives and supervisor will actively liaison with the Sexual Assault Unit at the OCDA's office to follow-up with the filing of complaints. This will be an on-going plan throughout the fiscal year. [4.a]



## **POLICE | GANGS**

### **PROGRAM DESCRIPTION**

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The Gang Unit is responsible for the suppression and investigation of crimes involving criminal gangs, including traditional street gangs and other criminal associations subject to the Street Terrorism Enforcement and Prevention Act. Additional responsibilities include monitoring subjects who are on active parole or probation and suppressing graffiti activity in the City through prevention efforts and investigation.

### **SERVICE OBJECTIVES**

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1. Identify and monitor the activities of criminal gangs, their associates and leaders in an effort to suppress criminal activity through aggressive enforcement, surveillance, and in-depth investigation.
2. Reduce graffiti through enforcement, prosecution and working closely with the Orange Unified School District, Orange County Department of Education and other satellite schools.
3. Continue partnership with Orange County District Attorney's Office in the Gang Reduction Intervention Program (GRIP). Meet with the staff, students and parents of participating schools on a regular basis during the school year. The focus is to educate staff, students and parents about the dangers of gang involvement. The goal is to help prevent young persons from becoming involved in a gang by intervening and providing resources.
4. Increase intelligence and apprehension efforts of subjects responsible for acts of graffiti and tagging while working with City of Orange Public Works, allied agencies and community leaders.
5. Provide training and exchange intelligence information to patrol officers, detectives, and outside agencies.
6. Develop and maintain effective sources of criminal street gang intelligence through informants, literature, allied agency contacts, and attending monthly gang meetings.

### **WORK PLAN FOR 2012-13**

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1. Assist allied law enforcement agencies with criminal investigations; warrant services, probation and parole searches, or other gang enforcement activity, ten times or as needed through June 2013. (1a)
2. Conduct at least four surveillances of frequently vandalized locations in an effort to apprehend the offenders involved through June 2013. (1a)
3. Conduct four probation compliance operations of known taggers through June 2013. (1a)
4. Conduct 200 probation or parole searches on known gang members and their associates through June 2013. (1a)
5. Conduct two curfew sweeps in conjunction with the Gang Reduction Intervention Program (GRIP) Program by June 2013. (1e)
6. Conduct one truancy sweep in conjunction with the GRIP by June 2013. [1a]

## **POLICE | NARCOTICS**

### **PROGRAM DESCRIPTION**

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The Narcotics/Vice Program responds to community concerns and is responsible for identifying, investigating and arresting those who traffic in controlled substances and/or engage in vice-related activities in our community. The Narcotics Unit creates a deterrent to those selling drugs by taking a proactive approach through enforcement strategies and by promoting community awareness in drug enforcement. The Vice Unit enforces the laws related to vice offenses and alcohol beverage control violations. The Unit is responsible for public affairs presentations on the subject of narcotic and drug use, maintaining communications with other local, state and federal agencies, and providing training to our personnel on the subject of drug use and trafficking patterns in the City. In addition, two detectives are assigned to a federal drug task force that targets large-scale narcotics traffickers operating in the area and one detective is assigned to a county narcotics task force (RNSP).

### **SERVICE OBJECTIVES**

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1. Identify, investigate and arrest drug traffickers who supply users.
2. Assist other law enforcement agencies with investigations of local drug traffickers.
3. Conduct proactive enforcement targeting low-level street dealers selling drugs.
4. Investigate and seek prosecution against those engaging in acts of prostitution.
5. Monitor alcohol establishments to ensure compliance with ABC laws and prevent sales to minors.
6. Monitor establishments that sell tobacco products in an effort to prevent minors from possession and use of these products.
7. Provide training and exchange intelligence information with field services personnel.
8. Investigate Alcohol Beverage & Control licensing inquiries and applications.

### **WORK PLAN FOR 2012-13**

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1. Conduct two ABC operations for alcohol decoy operations through June 2013. [1a]
2. Conduct six probation checks for 11590 (Narcotic) registrants through June 2013. [1a]
3. Conduct two tobacco decoy operations, one by December 2012 and one by June 2013. [1a]
4. Conduct a minimum of four massage compliance checks on a monthly basis through June 2013. [1a]
5. Conduct six briefing trainings for patrol in the area of narcotic operations by June 2013. [1a]
6. Conduct four quarterly meetings with massage owners/operators in a proactive approach to dealing with prostitution through June 2013. [3e]

## **POLICE | LAB/PROPERTY**

### **PROGRAM DESCRIPTION**

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The Forensic Services Unit is responsible for the collection of evidence at crime scenes and processing for future court use. The Lab works to identify suspects through latent print analysis and comparison to known individuals in the California Identification state-wide automated fingerprint identification program (CAL-ID) database. The Property Unit is responsible for packaging, storing, control and disposition of evidence and other property collected through the normal course of law enforcement duties in the community.

### **SERVICE OBJECTIVES**

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1. Liaison with forensic units throughout the county in order to provide accurate and timely processing of all evidence gathered at crime scenes.
2. Identify suspects through fingerprinting and the CAL-ID computer system.
3. Coordinate processing of DNA and gun evidence with regional and national unsolved-crimes, sexual offender and firearms databases to assist in identifying additional suspects and cases.
4. Provide on-going training to department personnel related to evidence collection and submission.
5. Maintain the Digital Imaging Management System (DIMS) for digital photographs and other digital media.
6. Keep current all policies on the use, storage and management of digital photographs and other digital media.
7. Maintain all property and evidence in accordance with accepted legal practices and procedures.
8. Complete annual narcotic and gun destructions, consistent with applicable laws and regulations.
9. Dispose of all property that has been stored in excess of three years and is no longer required for court proceedings.

### **WORK PLAN FOR 2012-13**

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1. Conduct three random inspections of the Property & Evidence Room and one unannounced internal audit by March 2013. Inspections to include records review, storage of drugs, guns and money, and random spot-checks of other miscellaneous property. [1a]
2. Complete and submit latent prints to the CAL-ID and obtain at least 35 hits identifying criminal suspects through June 2013. [1a]
3. Conduct CSI training to Patrol personnel for all shifts during the fiscal year, two (2) by June 2013. [1a]

## **POLICE | TRAFFIC SERVICES**

### **PROGRAM DESCRIPTION**

The Traffic Bureau is responsible for traffic-related education and enforcement aimed at reducing injury and property damage in our community. This is accomplished through traditional traffic law enforcement and educational programs such as impaired driver suppression patrols and DUI checkpoints. The Traffic Bureau investigates traffic collisions and provides primary enforcement of local and state laws relating to the movement of vehicles and parking ordinances. The Traffic Bureau provides crossing guards to ensure the safe passage of all children to and from school. The Traffic Bureau is also responsible for the planning and coordination of police involvement at all special events that take place in the City.

### **SERVICE OBJECTIVES**

1. Provide effective enforcement of all traffic laws regulating the flow of traffic within our City.
2. Provide special enforcement aimed at addressing specific traffic safety concerns.
3. Address traffic matters related to impaired driving through enforcement and educational programs.
4. Enforce vehicle code violations relative to commercial vehicles.
5. Provide traffic safety and educational programs through a partnership with OUSD schools.

### **WORK PLAN FOR 2012-13**

1. Utilize traffic collision mapping data along with crime mapping, known as Data Driven Approach to Crime and Traffic Safety (DDACTS), to direct enforcement efforts on a monthly basis through June 2013. [1a]
2. Provide quarterly traffic reports that document collision and enforcement data during CompStat meetings through June 2013. [1a]
3. Conduct a minimum of twelve DUI/Driver's License checkpoints, pending OTS grant funding. At least one per month through June 2013. [1e]
4. Conduct directed traffic enforcement near local schools on a weekly basis through June 2013. [1a]
5. In cooperation with other Orange County jurisdictions, assist with DUI enforcement events with grant funding provided by the Anaheim Police Department's "Avoid the 26" grant program. Conduct five DUI saturation patrol enforcement activities through June 2013. [1a]
6. Provide quarterly motorcycle training to enhance general riding and safety skills, as well as enforcement techniques through June 2013. [1a]
7. In cooperation with other Orange County jurisdictions and the OCTA, participate in railroad crossing enforcement and education twice through June 2013. [1a]
8. In cooperation with other Orange County jurisdictions, participate in commercial enforcement checkpoints throughout Orange County. At least one per month through June 2013. [1a]

## **POLICE | THE OUTLETS AT ORANGE (formerly The BLOCK)**

### **PROGRAM DESCRIPTION**

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Personnel assigned to The Outlets at Orange are responsible for providing police services to the 800,000 square foot The Outlets at Orange entertainment & retail complex, and the immediate out-parcels and parking areas. They respond to calls for service, provide crime prevention training and create a positive and safe atmosphere at The Outlets at Orange, which attracts more than 16 million visitors annually.

### **SERVICE OBJECTIVES**

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1. Maintain a close working relationship with The Outlets at Orange Management.
2. Assist The Outlets at Orange Security Department and further develop our working relationship with them.
3. Conduct proactive enforcement and effective crime prevention activities.

### **WORK PLAN FOR 2012-13**

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1. Provide briefing discussions with The Outlets at Orange security to maintain a positive working relationship, at least twice per month through June 2013. [3e]
2. Conduct at least four training classes for The Outlets at Orange security by June 2013. These classes will cover topics such as laws and safety tactics, identifying suspicious behavior, communication procedures, and response to critical incidents. [3e]
3. Conduct two crime prevention trainings for merchants by June 2013. [1e]
4. Handle all calls for service on The Outlets at Orange property while maintaining a high visibility in the parking lots to deter and reduce crime through June 2013. [1.a]
5. Conduct quarterly license compliance checks and monitor special events at all ABC licensed establishments located within The Outlets at Orange through June 2013. [1a]

## **POLICE | HOMELAND SECURITY**

### **PROGRAM DESCRIPTION**

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The Homeland Security Unit is responsible for coordinating the resources of all City departments relative to emergency services and homeland security. This Unit is also responsible for the maintenance and operational capability of the City's Emergency Operations Center (EOC) located at the Police Department.

### **SERVICE OBJECTIVES**

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1. Assist all City departments with their preparation for major emergencies and disasters.
2. Coordinate the development of emergency plans and operational procedures.
3. Coordination of EOC readiness.
4. Assist the City Council, City Manager, Department Managers and key staff during EOC activations.
5. Coordinate with the Department of Homeland Security, California Office of Emergency Services, and the Orange County Operational Area to ensure that the City maintains essential programs and/or services and receives appropriate training.
6. Represent the City of Orange in all hazards (Including WMD and terrorism) related activities at the local, regional, and state level.

### **WORK PLAN FOR 2012-13**

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1. Plan and prepare for both intentional and natural disasters by developing emergency response plans. The response plans will include a lockdown/shelter in place procedures for department personnel and training on work place violence. These plans will be completed by March 2013. [1c]
2. Conduct a minimum of two yearly exercises in order to further develop and refine processes in the EOC. Facilitate Incident Command System (ICS) training and WEB EOC training for EOC personnel as outlined the Five Year National Incident Management System (NIMS) Plan through December 2012. [1c]
3. Develop our secondary EOC site at the Orange Main Library. This process will include establishing emergency communications, back-up power and implementing processes for an efficient transition to a secondary EOC. This work will be completed by June 2013. [1b]
4. Identify and expand our outreach to vulnerable/ specials needs populations in reference to emergency planning. This will include meeting with manager / emergency planners for assisted living facilities, convalescent homes and senior living facilities in order to better understand their capabilities and needs during an emergency event. This will be completed by June 2013. [1e]
5. Increase our planning capabilities in the EOC by developing an Incident Action Plan template for the Planning Section. EOC action planning is an integral part of the Response and Recovery phase and can be enhanced with a step by step guide for city Planning personnel. This will be completed by June 2013. [1c]



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# **Public Works**



## **PUBLIC WORKS DEPARTMENT**

### **MISSION**

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To provide and preserve our City's infrastructure, facilities and programs, and to promote public health, safety and welfare through courteous and timely customer service through the efficient use of available resources.

### **DEPARTMENT GOALS**

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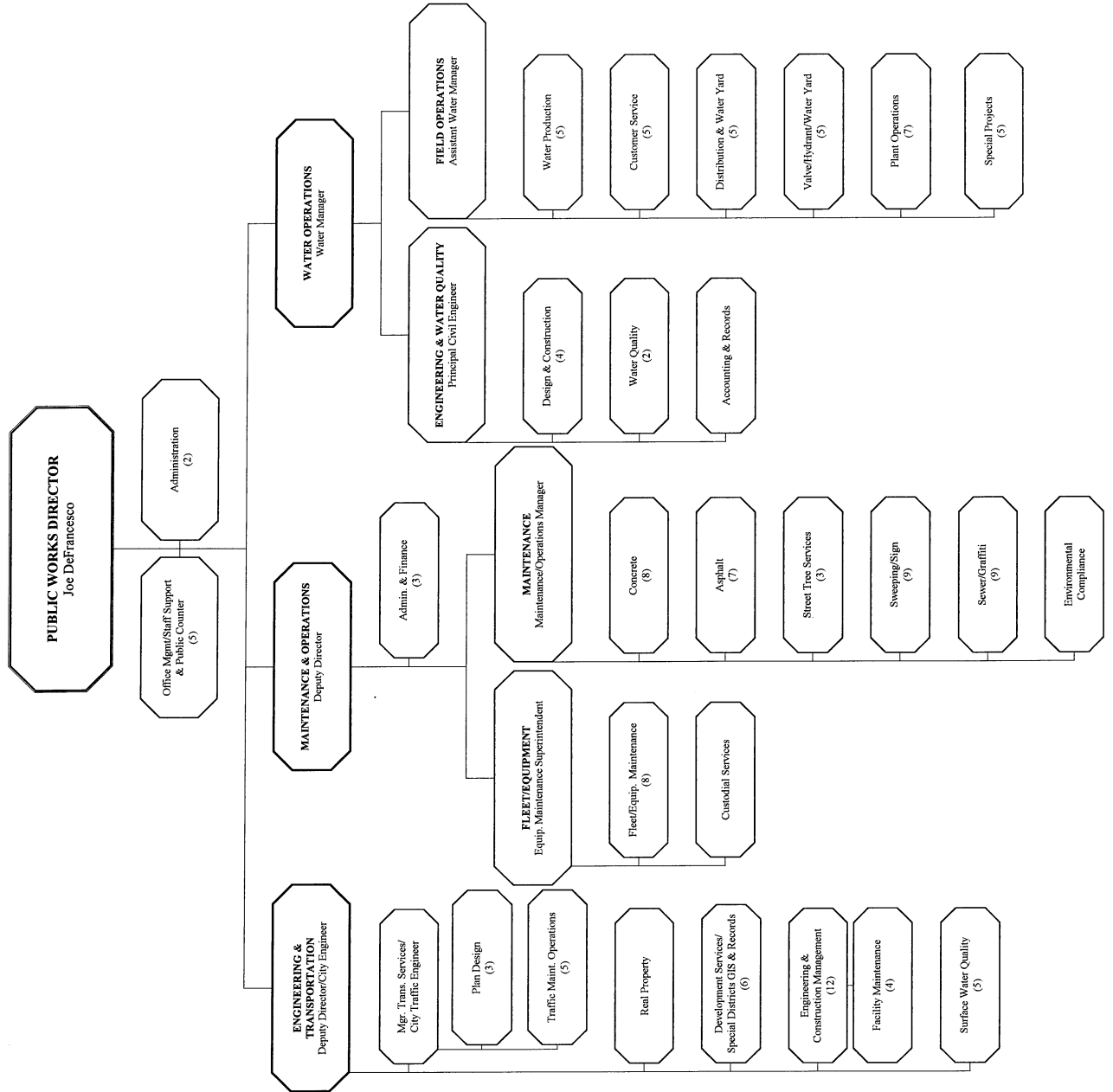
1. Manage and update the Pavement Management Program.
2. Constantly seek and search for grant opportunities for the best utilization of resources.
3. Initiate project approval and environmental document study for Meats interchange.
4. Replace 1,800 small meters per year as part of the 15-year small meter replacement program.
5. Clean 450,000 linear feet of sewer and video inspect 350,000 linear feet of sewer utilizing both City crews and contractors.
6. Update the Department's Strategic Plan to verify long-term priorities and programs.
7. Ensure completion of all Public Works projects in the Capital Improvement Plan in a cost-effective and timely manner.
8. Ensure a cost-effective, safe and dependable potable water supply to meet all residential, commercial/industrial and fire protection needs of the City.
9. Improve safety and reduce congestion through the design, installation, maintenance and operation of the signals, signs, streetlights and other traffic control devices necessary to an efficient transportation system.
10. Maintain streets, alleys and other right-of-ways in a safe and serviceable condition including asphalt repairs, concrete repairs, and graffiti removal.
11. Provide sanitation services to all customers; these services include street tree maintenance, street sweeping, sewer maintenance, storm drain maintenance, and environmental compliance programs.
12. Regularly inspect and service the City's sewage and storm drain collection systems and implement the requirements of the National Pollutant Discharge Elimination System (NPDES) and Waste Discharge Requirements (WDR) permits.
13. Acquire, service, and salvage, where appropriate, all City vehicles, including cars, trucks and other wheeled and non-wheeled equipment, to ensure safe and reliable operation.
14. Maintain all City facilities in a clean and safe manner; manage new and/or existing facility improvements; coordinate graffiti and shopping cart removal for the City.
15. Represent the Public Works Department before the Mayor, Council, City Boards and Commissions, County, State and Federal agencies, community groups and organizations in a manner that brings recognition and credit to the organization.
16. Participate on the multi-departmental Graffiti Task Force to review the program and implement policy and mitigation measures.
17. Design and develop plans, specifications and cost estimate for the Marywood Pump Station.
18. Continuing to implement traffic signal synchronizations along various roadways throughout the City.

**ACCOMPLISHMENTS FOR 2011-12**

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1. Completed design and construction of all phases of the Santiago Creek Bike Trail North.
2. Completed Street Widening for Main Street and Critical Intersection Improvements for Tustin/Meats and Tustin/Chapman.
3. Installed an emergency vehicle preemption system on Chapman Avenue from City Drive to Cannon Street.
4. Implementation of East Chapman traffic signal coordination.
5. Completed numerous road rehabilitation projects utilizing grant funding such as CDBG and Gas Tax.
6. Completed construction of water pipeline renewal, replacing approximately 5,000 linear feet of high maintenance water main.
7. Distributed 2010 Consumer Confidence Report to City's water customers.
8. Completed annual capital sewer line replacement program.
9. Continued to replace the existing Old Towne "Cobra" street lights with efficient "Acorn" lights.
10. Completed sewer line cleaning totaling approximately 400,000 linear feet; and continued to video record sewer line conditions for the City's Waste Discharge Requirements.
11. Read over 200,000 water meters.
12. Conducted monthly preventative maintenance checks on each of the City's 152 traffic signals.
13. Removed approximately 170,000 square feet of graffiti in the public right-of-way.
14. Maintained weekly street sweeping schedule, sweeping over 32,000 miles annually.
15. Responded to a myriad of requests and repaired 1,686 water meter leaks.
16. Replaced approximately 16,598 square feet of sidewalk and 634 linear feet of curb and gutter.
17. Completed highway safety improvements along Santiago Canyon Road.
18. Assisted the Community Services Department in the completion of the Grijalva Gymnasium.
19. Completed the implementation of traffic signal synchronization along Chapman Avenue.
20. Conducted over 2,900 preventative maintenance and repair work orders on emergency and non-emergency vehicles.
21. Conducted over 4 ½ miles of storm drain/channel cleaning.
22. Installed or repaired over 4,000 street signs.
23. Conducted over 34,000 square feet of asphalt patching and repairs throughout the City.
24. Maintained over 4,000 street trees.

# PUBLIC WORKS



## PUBLIC WORKS

### SCHEDULE OF POSITIONS

	APPROVED 2010-11	APPROVED 2011-12	BUDGET 2012-13
<b>Regular Full-Time:</b>			
Administrative Assistant	4.000	4.000	4.000
Administrative Specialist	2.000	2.000	2.000
Assistant Engineer	1.000	2.000	2.000
Assistant Water Manager	1.000	1.000	1.000
Associate Civil Engineer	5.000	5.000	5.000
* Associate Engineer	2.000	2.000	2.000
Chemical Sprayer	1.000	1.000	1.000
Construction Inspection Supervisor	1.000	1.000	1.000
Construction Inspector II	3.000	3.000	3.000
Deputy P.W. Director/City Engineer	1.000	1.000	1.000
Deputy P.W. Director/Maint. & Ops.	1.000	1.000	1.000
Engineering Technician I	2.000	2.000	2.000
Engineering Technician II	1.000	0.000	0.000
* Environmental Compliance Specialist	4.000	4.000	4.000
Environmental Program Manager	1.000	1.000	1.000
Environmental Scientist	1.000	1.000	1.000
Equipment Maintenance Leadworker	1.000	1.000	1.000
Equipment Maintenance Superintendent	1.000	1.000	1.000
Equipment Maintenance Supervisor	1.000	1.000	1.000
Equipment Mechanic II	5.000	5.000	5.000
Equipment Operator	5.000	5.000	5.000
Equipment Parts Technician	1.000	1.000	1.000
Executive Assistant	1.000	1.000	1.000
Facilities Maintenance Supervisor	2.000	2.000	2.000
Finance Clerk	1.000	1.000	1.000
GIS Analyst	1.000	1.000	1.000
Mgr. Trans. Services/City Traffic Engineer	1.000	1.000	1.000
Principal Civil Engineer	3.000	3.000	3.000
Project Engineer	1.000	1.000	1.000
Public Works Administrative Manager	1.000	1.000	1.000
Public Works Director	1.000	1.000	1.000
* Public Works Maintenance Leadworker	5.000	5.000	5.000
Public Works Maintenance Supervisor	4.000	4.000	4.000
* ° Public Works Maintenance Worker II	12.000	12.000	11.000
Public Works Maint./Operations Manager	1.000	1.000	1.000
Real Property Agent	1.000	1.000	1.000
Senior Administrative Analyst	1.000	1.000	1.000
Senior Civil Engineer	3.000	3.000	3.000
Senior Finance Clerk	2.000	2.000	2.000
Senior Traffic Signal Technician	1.000	1.000	1.000
Senior Water Meter Service Worker	1.000	1.000	1.000

## PUBLIC WORKS (continued)

### SCHEDULE OF POSITIONS

	APPROVED 2010-11	APPROVED 2011-12	BUDGET 2012-13
<b>Regular Full-Time (continued):</b>			
Senior Water Quality Inspector	2.000	2.000	2.000
Skilled Maintenance Worker - Facilities	2.000	2.000	2.000
° Skilled Maintenance Worker - Public Works	4.000	4.000	3.000
Skilled Maintenance Worker - Water	4.000	4.000	4.000
* Street Sweeper Operator	6.000	6.000	6.000
Traffic Management Center Technician	1.000	1.000	1.000
Traffic Operations Superintendent	1.000	1.000	1.000
Traffic Signal Technician I	2.000	2.000	2.000
Transportation Analyst	2.000	2.000	2.000
Tree Services Coordinator	1.000	1.000	1.000
Water Maintenance Leadworker	6.000	6.000	6.000
Water Maintenance Supervisor	6.000	6.000	6.000
° Water Maintenance Worker I	2.000	2.000	1.000
Water Maintenance Worker II	4.000	4.000	4.000
Water Manager	1.000	1.000	1.000
Water Meter Service Worker I	1.000	1.000	1.000
Water Meter Service Worker II	2.000	2.000	2.000
Water Plant Operator II	5.000	5.000	5.000
Water Yard Storekeeper	1.000	1.000	1.000
 <i>Regular Full-Time Sub-Total</i>	 <i>141.000</i>	 <i>141.000</i>	 <i>138.000</i>
<b>Regular Part-Time (FTE):</b>			
Custodian	1.000	1.000	1.000
 <b>Total Public Works</b>	 <b>142.000</b>	 <b>142.000</b>	 <b>139.000</b>

\* Of the 139 full-time equivalent (FTE) positions, 7 FTE positions (1 Associate Engineer, 1 Environmental Compliance Specialist, 2 PW Maintenance Leadworker I, 2 PW Maintenance Leadworker II and 1 Street Sweeper Operator) are being held vacant and have not been budgeted in the 2012-13 fiscal year

° Eliminated: 1 PW Maintenance Worker II, 1 Skilled Maintenance Worker-PW and 1 Water Maintenance Worker I

## PUBLIC WORKS DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b>Actual 2009-10</b>	<b>Actual 2010-11</b>	<b>Estimate 2011-12</b>	<b>Budget 2012-13</b>
Salaries & Benefits	12,161,304	11,246,001	12,563,791	12,848,925
Maintenance & Operations	29,593,374	28,683,793	33,751,727	29,207,029
Capital Outlay	3,428,702	632,887	973,959	903,127
<b>Total Operating Budget</b>	45,183,380	40,562,681	47,289,477	42,959,081
Capital Improvements	13,991,173	26,127,899	10,459,612	12,562,125
Debt Service	122,739	2,309,753	380,973	81,662
<b>Total Department</b>	<u>59,297,292</u>	<u>69,000,333</u>	<u>58,130,062</u>	<u>55,602,868</u>

#### **DEPARTMENT PROGRAMS:**

5001	General Administration and Support	646,155	575,524	566,809	615,699
5011	Engineering	9,942,872	23,867,352	8,451,714	9,227,893
5012	Development	701,443	616,965	633,682	620,572
5021	Street Maintenance	2,794,447	2,523,589	2,628,012	2,760,801
5022	Refuse and Sanitation Services	8,312,489	8,036,390	8,349,588	3,933,893
5023	Fleet Services	5,547,814	2,774,845	3,277,765	3,082,711
5024	Surface Water Quality Fund	809,151	854,436	1,193,074	1,213,686
5028	Facility Maintenance	1,793,321	2,041,906	1,737,003	1,795,324
5031	Transportation Planning	504,823	502,028	663,015	640,595
5032	Traffic Operations	2,687,256	3,175,355	2,918,930	2,483,819
8011	Water Production	20,563,132	18,584,063	22,017,913	23,203,581
8041	Water Distribution	4,941,937	3,202,053	5,644,712	5,976,863
8071	Water Financing	52,452	2,245,827	47,845	47,431
<b>Total Programs</b>		<u>59,297,292</u>	<u>69,000,333</u>	<u>58,130,062</u>	<u>55,602,868</u>

## PUBLIC WORKS DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT FUNDING SOURCES:</u></b>		<b><u>Actual 2009-10</u></b>	<b><u>Actual 2010-11</u></b>	<b><u>Estimate 2011-12</u></b>	<b><u>Budget 2012-13</u></b>
100	General Fund	4,241,323	3,911,502	5,014,092	5,325,428
150	O.C.P.T. Building Maintenance	3,527	1,021	9,443	9,262
220	Sanitation & Sewer	5,085,931	4,779,075	5,630,662	5,362,579
222	Solid Waste Fund	4,436,105	4,106,063	4,157,000	-
245	Air Pollution Reduction	8,192	9,243	23,169	-
262	Measure "M" Traffic Imprvmnt	1,807,546	1,266,797	1,989,514	356,317
263	Measure "M2" Traffic Imprvmnt	-	-	-	2,569,955
270	Gas Tax Maintenance Fund	1,343,925	1,355,243	1,582,085	1,666,016
271	Gas Tax Construction Fund	502,509	498,789	346,242	363,810
272	Gas Tax - Proposition 111	939,176	(7,652)	1,720,975	1,497,900
273	County/OCTA Gas Tax	1,612,735	1,481,948	1,630,255	1,454,251
284	TSIP Area "B"	46,325	45,541	470,000	250,000
285	TSIP Area "C"	29,698	524,541	725,000	250,000
286	Transportation Sys. Improvement	361,287	1,252,850	72,240	-
340	Traffic Congestion Relief	534,797	2,587,937	466,000	-
500	Capital Projects Fund	130,112	5,796	-	332,625
520	Sewer Construction	-	-	87,112	3,000
530	Drainage Districts Fund	-	644	-	-
550	Reimbursable Capital Projects	7,981,623	6,936,903	2,941,529	3,682,545
560	Fire Facilities Fees	286,617	653,323	-	-
594	Serrano Heights CFD 91-2	6	-	-	-
597	Del Rio CFD 06-1	-	12,530,814	-	-
600	Water Utility Operations	22,373,752	23,641,432	25,975,284	25,837,720
601	Water Capital Projects Fund	1,819,869	390,511	1,735,186	3,390,155
710	Equipment Expense	2,573,105	2,392,874	2,848,396	2,945,069
720	Equipment Replacement Fund	2,974,894	383,840	429,369	137,642
725	Major Building Improvements	84,068	97,406	120,000	120,000
940	Orange Merged Capital Projects	120,170	153,892	156,509	48,594
<b>Total Funding</b>		<b><u>59,297,292</u></b>	<b><u>69,000,333</u></b>	<b><u>58,130,062</u></b>	<b><u>55,602,868</u></b>

## **PUBLIC WORKS | GENERAL ADMINISTRATION AND SUPPORT**

### **PROGRAM DESCRIPTION**

This program provides management and staff support to achieve our department's mission statement and support overall departmental activities including budget, personnel, discipline and labor relations, customer service, emergency management, clerical support, training, and special projects.

### **SERVICE OBJECTIVES**

1. Represent the Public Works Department before the Mayor, City Council, City Boards and Commissions, and other agencies, organizations and community groups in a manner that brings recognition and credit to the organization.
2. Provide accurate and timely support to divisional activities in the areas of budgeting, personnel, labor relations, training and organizational studies, clerical support, filing and public counter support.
3. Prepare the annual Departmental Budget and supporting documents in the time frame required, and present the Department's Budget before the City Manager and City Council.
4. Prepare and submit on time all County, State and Federal reports.
5. Review departmental organization each year to ensure the most efficient utilization of authorized staffing and cost effective service delivery.
6. Review progress of all departmental goals and objectives and coordinate new goals for the following fiscal year.

### **WORK PLAN FOR 2012-13**

1. Update the Department's Strategic Plan to verify long-term priorities and programs by December 2012. [4e]
2. Initiate a management team to assess the Department's current asset management activities and set goals for future Asset Management needs by May 2013. [2d]
3. Submit annual reports for used oil collection and solid waste diversion to the California Department of Resources Recycling and Recovery by August 2012.
4. Manage the Department's performance evaluation system to insure all employees receive evaluations in a timely manner through June 2013. [4e]
5. Enhance and promote departmental employee suggestion program by June 2013. [4b]
6. Develop a plan to promote the department's organization values by June 2013. [4b]
7. Prepare annual Maintenance Management System plans and meet monthly with all Maintenance Divisions to review plan progress through June 2013. [4c]
8. Coordinate the submittal of grant applications and administer successful grant awards through June 2013. [2a]
9. Develop, implement, and utilize a contractual database by June 2013. [3c]
10. Participate on the multi-departmental Graffiti Task Force to review the program and implement policy and mitigation measures through June 2013. [3a, 4b]



## **PUBLIC WORKS | ENGINEERING & CONSTRUCTION MANAGEMENT**

### **PROGRAM DESCRIPTION**

This program provides design, inspection and construction management for public improvements; real estate and property management services including appraisals and disposal of real property; prepares mapping and other special studies necessary to support departmental and City programs, and helps develop the annual Capital Improvement Program (CIP).

### **SERVICE OBJECTIVES**

1. Coordinate with OCTA for regional grant programs including the Comprehensive Transportation Funding Program, Renewed Measure M, and Federal funding packages.
2. Refine and manage the City's Pavement Management Plan.
3. Ensure completion of all approved projects in the Capital Improvement Program (CIP) within budget and as scheduled.
4. Prepare an annual 7-year CIP Program relating to roadways, sewer and storm drain, and facilities and coordinate the program review and approval process with the City Manager, Mayor and City Council.
5. Prepare and submit on time all County, State and Federal reports.
6. Acknowledge all Public Works inquiries within 24 hours and strive for resolution/response within 72 hours.
7. Provide engineering services to other City departments for capital improvement projects.
8. Provide contract administration and construction inspection for all public improvements and encroachment permits.
9. Complete all property sales and acquisitions on time and within budget.
10. Seek sources of grant funding to augment available project funding.

### **WORK PLAN FOR 2012-13**

1. Annually update the Pavement Management Plan. [1b, 2d]
2. Schedule and complete pavement maintenance projects by June 2013. [1b, 4b]
3. Work with Consultant and Caltrans on Meats Interchange PA/ED report. [1b, 3a]
4. Continue to provide project management support for Lemon Street Parking Structure. [4b]
5. Develop master schedule for all CIP projects by May 2013. [1a]
6. Examine sewer hot spots list and select segments for replacement by March 2013. [1b, 4b]
7. Complete the new Master Plan of Sewers by July 2012. [2d]
8. Complete Federal and State funded grant projects by June 2013. [3a]

## **PUBLIC WORKS | DEVELOPMENT SERVICES/GIS**

### **PROGRAM DESCRIPTION**

This program provides engineering services for public and private improvements, maintains all survey data from private development, issues permits, checks plans and establishes requirements for public improvements including street, alley, sidewalk, curb and gutter, and sewer and storm drains. This program coordinates the annual Special Assessments and/or Community Facilities Districts and the City's Geographic Information System (GIS) database.

### **SERVICE OBJECTIVES**

1. Process coordinate, review and record all subdivisions of land including: Tract Maps, Parcel Maps, Lot Line Adjustments and Certificates of Compliance.
2. Facilitate development activity within the City by completing all plan checks within the established time schedule (two weeks for first plan check) and accurately calculate all fee payments and respond to permit applicants on schedule.
3. Review and approve permit applications for all public utility and construction activities on public street and other street detours and closure requests.
4. Maintain an accurate library of all infrastructure data and respond to all requests for information within 72 hours.
5. Prepare and submit on time all county, state and federal reports.
6. Operate and maintain a geographic based information system (GIS) for all City infrastructures and property related data.
7. Review all special district assessments annually for accuracy and compliance with financing agreements.
8. Conduct annual review of revenue requirements for Landscape Maintenance Districts including preparation of Annual Engineering Reports, Conducting public hearings and inclusions of the assessment on the County Tax roles.
9. Administer FEMA National Flood Insurance Program (NFIP) and City Flood Reduction Ordinance for the City. Coordinate with Federal, State and Local agencies on Floodplain Management programs. Administer the FEMA Community Rating System (CRS) program. Maintain flood information and respond to resident inquiries; file FEMA flood letters and map documents.
10. Maintain citywide street address information including street name and house number assignments.

### **WORK PLAN FOR 2012-13**

1. Review submittals for developments including parcel and tract mapping, grading and other infrastructure improvements through June 2013. [1d, 3c]
2. Manage a Geographical Information System for atlas maps, infrastructural databases including updates through June 2013. [4b, 4c]
3. Continue to update sewer, storm drain and water databases, throughout the City by June 2013. [1b]
4. Review expenditures in all Landscape Maintenance Districts; prepare Engineer's Report and schedule public hearing for annual levy of assessments by August 2012. [3a]
5. Organize engineering project central files including scanning, filing, and record management through June 2013. [4b, 4c]

## **PUBLIC WORKS | STREET MAINTENANCE**

### **PROGRAM DESCRIPTION**

This program utilizes City personnel or private contracts to clean, repair, maintain and improve roadways, bridges, public walks and related facilities. Crews are involved in asphalt and concrete maintenance, graffiti removal, street signage and pavement markings.

### **SERVICE OBJECTIVES**

1. Maintain streets, sidewalks, alleys and other rights-of-way in a safe and operable condition for the public health, safety and welfare.
2. Acknowledge all complaints within 24 hours and strive for resolution/response within 72 hours.
3. Conduct an overall safety program to provide a safe work environment for all employees.
4. Prepare and submit on time all County, State and Federal reports.
5. Complete all scheduled projects, including CIP items, within budget and as scheduled.
6. Review annually all policies and procedures applicable to job performance to improve safety and increase productivity.

### **WORK PLAN FOR 2012-13**

1. Coordinate with Engineering Division in the preparation of plans and specifications for capital projects involving slurry sealing, asphalt overlay, and sidewalk, curb and gutter. All work to be completed by June 2013. [1b, 3a]
2. Patch and repair 2 million square feet of street by June 2013 utilizing both City crews and contract construction. [1b, 3a]
3. Repair 2 miles of sidewalk and 2 miles of curb and gutter by June 2013 utilizing both City crews and contract construction. [1b]
4. Expediently track and remove graffiti throughout the City through June 2013. [4b]
5. Update 4,000 traffic signs and street name signs to be compliant with reflective sign requirements by June 2013.[1b]
6. Develop and implement a Division wide training program by June 2013. [4e]

## **PUBLIC WORKS | REFUSE & SANITATION SERVICES**

### **PROGRAM DESCRIPTION**

This program provides sanitation services to residential and commercial properties including street tree maintenance, street sweeping, sewer and storm drain maintenance, weed abatement, and environmental compliance/code enforcement. The program also manages the City's solid waste franchise, administers various grants and operates a public education program for solid waste, hazardous waste and recycling.

### **SERVICE OBJECTIVES**

1. Administer the citywide refuse collection contract in compliance with applicable City, State and Federal regulations to ensure quality service.
2. Administer continuing programs to promote public awareness of and compliance with the need to recycle solid, liquid, and hazardous wastes generated in the City.
3. Regularly inspect and service, as required, the City's sanitary sewage and storm drain systems.
4. Acknowledge all complaints within 24 hours and strive for resolution/response within 72 hours.
5. Review annually all county, state and federal regulations and submit required reports to ensure continued City compliance with mandated programs.
6. Administer sewer cleaning/pump station maintenance to ensure quality service and compliance with City, State and Federal regulations.
7. Regularly sweep all public streets and alleys in accordance with established performance standards.
8. Trim and maintain street trees in accordance with established maintenance frequency.
9. Replace deficient, aging sewer lines utilizing sewer capital funds.

### **WORK PLAN FOR 2012-13**

1. Clean 450,000 linear feet of sewer and video inspect 350,000 linear feet of sewer by June 2013, utilizing both City crews and contracting. [1b]
2. Sweep 30,000 curb miles of City streets and alleys by June 2013. [3c, 4b]
3. Trim 5,000 residential street trees by June 2013. [4b]
4. Clean 300 catch basins for Storm Water Quality by May 2013. [1b]
5. Complete 1,200 sanitation and right-of-way related inspections for trash service, news racks, encroachments, and nuisance abatements in the public right-of-way by June 2013. [3b, 3c]
6. Coordinate with Engineering Division in the preparation of plans and specifications to replace deficient sewer mains by June 2013. [2d]
7. Continue to develop an update to the City's Street Tree Master Plan. [2d]
8. Develop and implement a Division wide training program by June 2013. [4e]

## **PUBLIC WORKS | FLEET SERVICES**

### **PROGRAM DESCRIPTION**

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This program provides for the acquisition, repair, maintenance and disposal of all City vehicular equipment, including the operation of a parts warehouse.

### **SERVICE OBJECTIVES**

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1. Acquire, service and salvage, where appropriate, all City vehicles, including cars, trucks and other non-wheeled equipment, to ensure safe and reliable operation.
2. Prepare and submit on time all County, state and federal reports.
3. Prepare an annual vehicle replacement list, with staff recommendations, for review and approval by the City Manager, Mayor and City Council.
4. Develop policies and procedures to ensure proper service and operation of all equipment, enhance safety and reduce repair costs.
5. Maintain all authorized equipment at a fully functional level on a continuing basis.
6. Complete all routine repairs within 2 working days for non-emergency vehicles and within 24 hours for emergency vehicles.
7. Annually conduct a parts inventory to ensure a sufficient number of required parts are available to meet operational standards.

### **WORK PLAN FOR 2012-13**

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1. Complete 1,300 preventative vehicle maintenance services and 1,700 repairs to the City's fleet by June 2013. [1b]
2. Develop vehicle purchasing schedule for annual vehicle replacements by January 2013. [2d]
3. Complete all budgeted vehicle replacement purchases by June 2013. [2d]
4. Dispose of surplus vehicles and equipment in a timely fashion to maximize salvage value by June 2013. [2d]
5. Develop and implement a Division wide training program by June 2013. [4e]
6. Assess options for a comprehensive City-wide fuel management system by June 2013. [2d]

## **PUBLIC WORKS | SURFACE WATER QUALITY**

### **PROGRAM DESCRIPTION**

This program provides for compliance with federal and state water quality regulations, primarily under the National Pollution Discharge Elimination System (NPDES) for stormwater quality and the Waste Discharge Requirements (WDR) for sewer management. These programs strive to improve surface water quality in the City of Orange.

### **SERVICE OBJECTIVES**

1. Promote public education to businesses and residents regarding proper practices and procedures to manage and direct urban runoff.
2. Prepare and submit all county and state reports as required.
3. Inventory, conduct and complete required industrial, commercial, and municipal surface water quality inspections.
4. Inventory, conduct and complete required restaurant surface water quality and WDR inspections.
5. Review annually all county, state and federal regulations to ensure City compliance with mandated programs.
6. Participate in county and regional committees to remain informed and compliant with new water quality requirements.

### **WORK PLAN FOR 2012-13**

1. Prepare and submit the annual Performance Evaluation Assessment report to comply with stormwater permit requirements by November 2012. [3b]
2. Inspect all high priority industrial, commercial and municipal sites as required by the Municipal Separate Storm Sewer System (MS-4) permit by June 2013. [3b]
3. Inspect medium and low priority industrial, commercial and municipal sites as required by the MS-4 permit by June 2013. [3b]
4. Inspect food service establishment sites (approximately 500) to comply with current Waste Discharge Requirements permit by June 2013. [4b]
5. Inspect 25,000 lineal feet of open drainage channel by August 2012. [3b]
6. Review new development Water Quality Management Plans as needed by June 2013. [3c]
7. Review revised Newport Bay Total Maximum Daily Loads (TMDL's) by June 2013. [3b]

## **PUBLIC WORKS | FACILITY MAINTENANCE**

### **PROGRAM DESCRIPTION**

This program provides maintenance services for public buildings and City facilities, administers annual contracts for mechanical systems, specific facility maintenance, and manages new and/or existing building improvement projects and contracts.

### **SERVICE OBJECTIVES**

1. Work with various departments to address maintenance needs and schedules for the City's 26 buildings.
2. Provide positive and courteous service to all City departments.
3. Respond to facility maintenance requests within 48 hours.
4. Assist all departments with development of building capital improvement requests.
5. Provide cost-effective maintenance programs to assure satisfactory reliability and performance of building-related facilities.

### **WORK PLAN FOR 2012-13**

1. Review and monitor all facility annual service contracts by March 2013. [1b]
2. Coordinate and implement building improvements and facility modifications by June 2013. [1b]
3. Perform general maintenance and repairs for all public buildings and appurtenant facilities by June 2013. [1b]
4. Conduct periodic building inspections to better maintain facilities and provide exceptional customer service through June 2013. [1b]
5. Initiate Facility Master Plan Study by June 2013. [2d]

## **PUBLIC WORKS | TRANSPORTATION PLANNING**

### **PROGRAM DESCRIPTION**

This program identifies current and future transportation system needs, and implements programs to meet identified needs including freeways, arterials, bikeways, pedestrian corridors, bus, and railways and parking lots. Furthermore, the Transportation Planning section conducts traffic and transportation studies, makes recommendations to the City Council and Traffic Commission for transportation system improvements, attends regional meetings and plans, designs and constructs a variety of transportation system improvement projects.

### **SERVICE OBJECTIVES**

1. Improve mobility, safety and reduce congestion through optimum use and operation of existing traffic signals, signs, street striping, streetlights and other traffic control devices.
2. Annually review all City transportation plans to ensure compliance with applicable guidelines and implement programs as needed to promote efficient movement of people and goods.
3. Acknowledge all citizen inquiries within 24 hours and strive for resolution/response within 72 hours or 24 hours in emergency situations.
4. Maximize the amount of grant funding obtained by the City to design, develop and maintain public traffic systems to satisfy the transportation needs of the residential and business community.
5. Promote development and use of a City intermodal transportation system.
6. Annually review all Transportation System Improvement Program (TSIP) fees to ensure regulatory compliance and consistency with transportation needs.
7. Prepare and submit on time all county, state and federal reports.

### **WORK PLAN FOR 2012-13**

1. Complete review and update of the Transportation Systems Improvement Program (TSIP) fees by March 2013. [2b]
2. Provide staff support to the City Traffic Commission through June 2013. [1b]
3. Explore opportunities for progressive/permissive traffic signal operations by June 2013. [4d]
4. Utilize City traffic model to identify priorities for the FY 2012-13 CIP by June 2013. [4d]
5. Pursue OCTA and other available external funding options. [1b]



## **PUBLIC WORKS | TRAFFIC OPERATIONS**

### **PROGRAM DESCRIPTION**

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This program plans, designs, installs and repairs traffic signals, signal components, street lights and other Traffic control devices to provide efficient operation of the City's traffic control system. This program manages the City's Traffic Management Center.

### **SERVICE OBJECTIVES**

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1. Maintain the highest level of safety and efficiency for the traffic control systems of the City through a vigorous maintenance, repair and replacement program.
2. Promote utilization of advanced state-of-the-art technology for the operation/monitoring of the City's transportation system.
3. Acknowledge all citizen inquiries within 24 hours and strive for resolution/response within 72 hours or within 24 hours in emergency situations.
4. Prepare and submit on time all county, state and federal reports.

### **WORK PLAN FOR 2012-13**

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1. Implement additional wireless and fiber optic communications links between traffic signals, CCTV cameras and the Traffic Management Center (TMC) through June 2013. [4d]
2. Complete construction of various traffic signal improvements listed in the CIP by June 2013. [4d]
3. Maintain monthly monitoring and routine maintenance program for signalized intersections and warning flasher locations through June 2013. [1b]
4. Conduct biweekly nighttime street light outage field surveys through June 2013. [1b]
5. Continue traffic signal controller change outs and Traffic Management Center system upgrade through June 2013. [4d]
6. Initiate installation of pedestrian signal countdown, Americans With Disabilities Act-based push buttons, warning signs, and battery back-ups by June 2013.
7. Restripe crosswalks at 33 signalized intersections near 22 schools by June 2013. [4d]
8. Implementation of multi-jurisdictional traffic signal synchronization along Tustin Street as part of Measure M2 Project P by June 2013. [4d]
9. Implementation of multi-jurisdictional traffic signal synchronization along Lincoln Avenue as part of Measure M2 Project P by June 2013. [4d]
10. Implementation of multi-jurisdictional traffic signal synchronization along Taft Avenue as part of Measure M2 Project P by June 2013. [4d]

## **PUBLIC WORKS | WATER ENGINEERING & PRODUCTION**

### **PROGRAM DESCRIPTION**

This program ensures that the City's citizens will have an adequate supply of potable water for all necessary municipal and private uses, including fire protection, through the operation and maintenance of all sources of supply and pumping facilities. This program also provides engineering services for development and capital projects and is responsible for water quality activities to ensure the purity and safety of the City's water supply in conformance with county, state and federal guidelines.

### **SERVICE OBJECTIVES**

1. Provide a reliable supply of potable water to the City through a coordinated program of groundwater production and use of imported supplies.
2. Ensure completion of all approved projects in the Water Capital Improvement Program (CIP) within budget and as scheduled.
3. Prepare an annual 7-year CIP program; coordinate its review and approval by the City Manager, Mayor and City Council.
4. Regularly test the City's water supply to ensure compliance with all local, state and federal water quality assurance standards.
5. Assure reliability of all water production facilities through a proactive program of ongoing maintenance and replacement.
6. Prepare and submit on time all mandated county, state and federal water quality reports.
7. Acknowledge all citizen inquiries within 24 hours and strive for resolution/response within 72 hours or within 24 hours in emergency situations.

### **WORK PLAN FOR 2012-2013**

1. Prioritize, design and construct a minimum of one mile of pipe to replace high maintenance pipe by June 2013. [1b]
2. Incorporate Water System Master Plan recommendations into Capital Improvement Program and water operations through June 2013. [1b, 4b]
3. Implement vulnerability assessment measures for water system through June 2013. [1b, 4b]
4. Complete and distribute annual water quality "Consumer Confidence Report" by June 2013. [1b, 4b]
5. Conduct or contract for the collection and analysis of all required water quality testing per California Department of Public Health regulations by June 2013. [1b, 4b]
6. Keep and maintain a comprehensive record of all water production from wells, imported water connections, pump stations, interties and flow control facilities through June 2013. [1b, 4b]
7. Develop water conservation programs with Municipal Water District of Orange County and promote water conservation through City publicity mediums by June 2013. [3e]
8. Perform maintenance and track/document repairs, maintenance, and upgrades/alterations to existing water production equipment to include wells, motors, pumps, generators, and electrical gear, including data collection for GIS/asset management, through June 2013. [1b]
9. Participate in the development of the division's master training program through 2013. [4e]
10. Design and develop plans, specifications and cost estimate for Marywood Pump Station by January 2013. Commence construction by July 2013. [1b]
11. Conduct review/comparison and tracking of revenue/expenditures to water rate model by June 2013. [2b,2d]
12. Design and develop plans, specifications and cost estimate for Well 27 by June 2013.

## **PUBLIC WORKS | WATER DISTRIBUTION**

### **PROGRAM DESCRIPTION**

This program maintains, repairs, and replaces all facilities dedicated to the safe delivery of potable water to the residents and businesses of the City including pipelines, valves, fire hydrants, pump stations and storage tanks; and provides for the reading, maintenance and replacement of all meters in the system.

### **SERVICE OBJECTIVES**

1. Ensure the reliable and timely delivery of potable water to the community for all purposes through a proactive distribution system maintenance program.
2. Acknowledge all citizen inquiries within 24 hours and strive for resolution/response within 72 hours or within 24 hours in emergency situations.
3. Ensure satisfactory performance of all meters, valves, and fire hydrants.

### **WORK PLAN FOR 2012-13**

1. Replace 1,800 small meters per year as part of the 15-year small meter replacement program June 2013. [1b]
2. Read meters and address high consumption complaints and meter leak reports through June 2013. [1b]
3. Actively manage the meter calibration program to maintain meter calibration pursuant to the standards set by the American Water Works Association through June 2013. [1b]
4. Perform daily security site checks at all water facilities, including data collection for GIS/asset management, through June 2013. [1b]
5. Flow test all fire hydrants once a year, including data collection for GIS/asset management, by June 2013 [1b]
6. Perform maintenance and exercise 1,200 water valves and collect data for GIS/asset management by June 2013. [1b]
7. Maintain and service all air release valves and plug valves, including data collection for GIS/asset management, by June 2013. [1b]
8. Participate in the development of the Division's master training program through 2013. [4e]



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# **Community Development**

## COMMUNITY DEVELOPMENT

### MISSION

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To work with the community in achieving and maintaining a better quality of life by providing professional guidance and coordination of all land planning and development activities, and by fairly and consistently implementing the City's regulations and policies.

### DEPARTMENT GOALS

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1. Provide thorough analysis and recommendations to the City Council, Planning Commission, other appointed committees, the development community and citizens on land planning and development issues.
2. Administer in a fair and equitable manner, all City and State regulations pertaining to development, the environment and housing.
3. Coordinate and conduct development review activities.
4. Plan check and inspect new and remodeled structures to protect the health and safety of the community.
5. Inspect existing structures to ensure compliance with local and state regulations.
6. Update and utilize long-range planning documents, including the General Plan, to create a vision for Orange that respects the quality of the past and accommodates growth in the future.
7. Implement improvements recommended by the Organizational Assessment (OA) to improve the manner in which we provide our services.
8. Maintain the presence of Code Officers in neighborhoods to actively address code violation issues and seek compliance from property owners.
9. Undertake project reviews, amendments to design standards and disseminate information that preserves and protects Orange's rich heritage.
10. Establish and track performance measures.
11. Administer the Community Development Block Grant (CDBG) Program and HOME Investment Partnership Program.

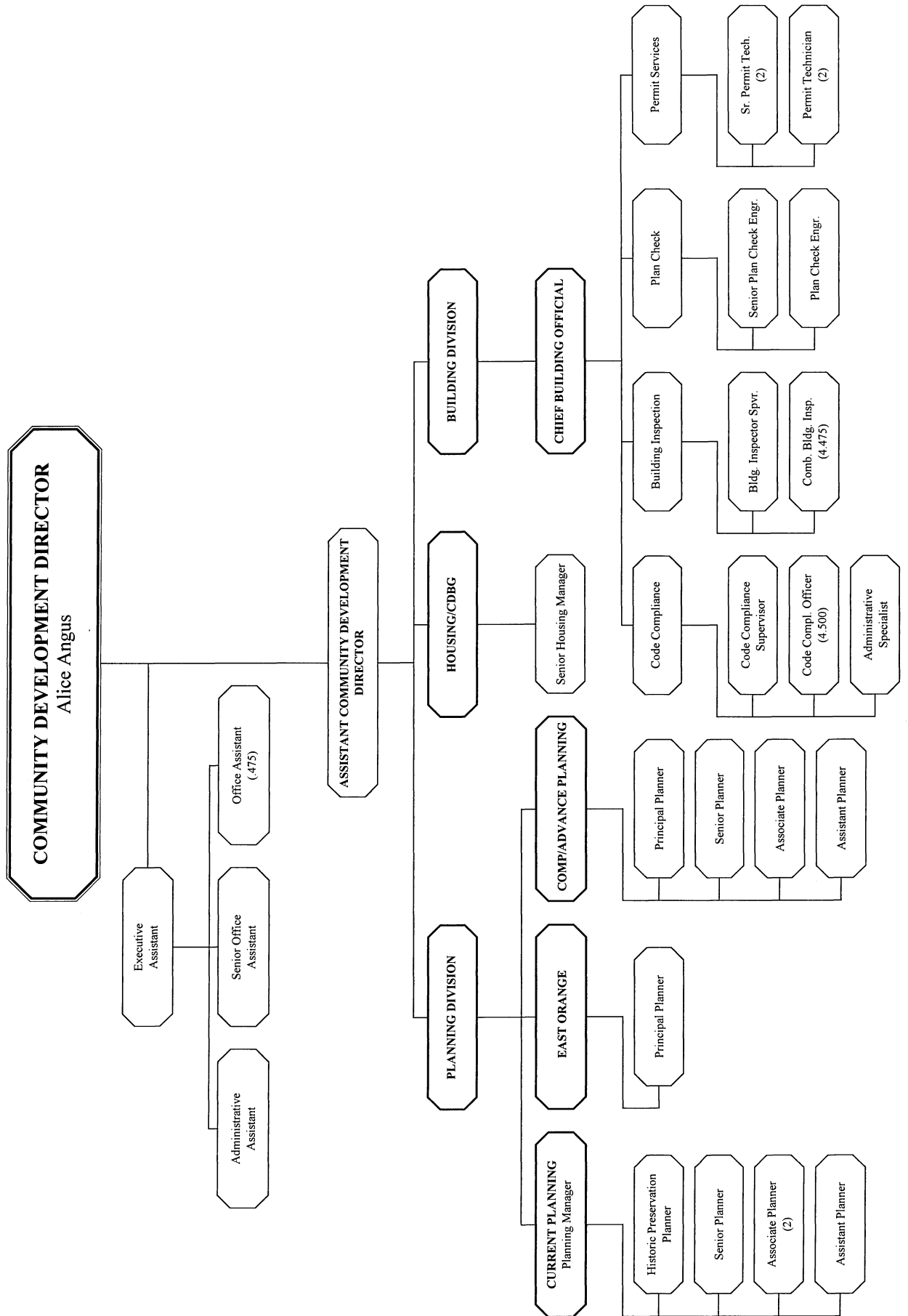
### ACCOMPLISHMENTS FOR 2012-13

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1. Processed plans for major projects including: Chapman University's Historic Core Classroom building, Filmmakers' Village and Specific Plan Amendment No. 6 for the Performing Arts Center; Salem Lutheran School and Church Specific Plan; and Rio Santiago Specific Plan.
2. Continued phased implementation of the 2010 General Plan including: adoption of Mixed Use Zoning Standards and rezoning to Mixed Use zones; and consideration of Old Towne residential rezoning.
3. Adoption of the Emergency Homeless Shelters Ordinance Amendment as required by SB2 and as an implementation action of the City's 2010 Housing Element update.
4. Completed CEQA compliance and environmental coordination for a number of CIP projects, including: Santiago Creek Bike Trail north and south, Main Street Widening, Chapman/Tustin Widening and Intersection Improvements, and Tustin/Meats Intersection Improvement project.
5. Completed the transfer of existing Building and Planning microfilm records into digital archives.
6. Completed nearly 50 in-house weekly building code training sessions.
7. Completed plan check review for a number of complex projects including: Ayres hotel expansion and parking structure, Serrano Woods apartments, Chapman University's Historic Core Classroom building and Filmmakers' Village, and the GSA's major tenant improvements and parking structure. Utilized a multi-departmental simultaneous plan check for a few of the more complex projects to ensure both a quicker turn-around time and greater coordination.

8. Offered E-Permits allowing for various minor permit types to be applied for and issued via the Internet.
9. Assisted over 7,000 building customers and 4,500 planning customers at our front counter.
10. Completed over 80% of all plan checks within 10 business days.
11. Provided over 95% of all requested building inspections on the next business day.

# COMMUNITY DEVELOPMENT





## COMMUNITY DEVELOPMENT

### SCHEDULE OF POSITIONS

	APPROVED 2010-11	APPROVED 2011-12	BUDGET 2012-13
<b>Regular Full-Time:</b>			
Administrative Assistant	1.000	1.000	1.000
Administrative Specialist	1.000	1.000	1.000
Assistant Community Development Director	1.000	1.000	1.000
* Assistant Planner	2.000	2.000	2.000
* Associate Planner	3.000	3.000	3.000
Building Inspector Supervisor	1.000	1.000	1.000
Chief Building Official	1.000	1.000	1.000
* Code Compliance Officer	4.000	4.000	4.000
Code Compliance Supervisor	1.000	1.000	1.000
Combination Building Inspector	4.000	4.000	4.000
Community Development Director	1.000	1.000	1.000
Executive Assistant	1.000	1.000	1.000
Historic Preservation Planner	1.000	1.000	1.000
* Permit Technician	2.000	2.000	2.000
Plan Check Engineer	1.000	1.000	1.000
Planning Manager	1.000	1.000	1.000
* Principal Planner	2.000	2.000	2.000
Senior Housing Manager	0.000	0.000	1.000
Senior Office Assistant	1.000	1.000	1.000
Senior Permit Technician	2.000	2.000	2.000
Senior Plan Check Engineer	1.000	1.000	1.000
Senior Planner	2.000	2.000	2.000
<i>Regular Full-Time Sub-Total</i>	34.000	34.000	35.000
<b>Regular Part-Time (FTE):</b>			
Code Compliance Officer	0.500	0.500	0.750
<i>Regular Part-Time Sub-Total</i>	0.500	0.500	0.750
<b>Part-Time/Non-Benefitted (FTE):</b>			
° Combination Building Inspector	0.480	0.475	0.000
Management Intern	0.000	0.000	0.000
Office Assistant	0.480	0.475	0.475
<i>PT/Non-Benefitted (FTE) Sub-Total</i>	0.960	0.950	0.475
<b>Total Community Development</b>	<b>35.460</b>	<b>35.450</b>	<b>36.225</b>

\* Of the 36.225 full-time equivalent (FTE) positions, 6 FTE positions (2 Assistant Planners, 1 Associate Planner, 1 Code Compliance Officer, 1 Permit Technician and 1 Principal Planner) are being held vacant and have not been budgeted in the 2012-13 fiscal year

° Eliminated: .475 Combination Building Inspector

## COMMUNITY DEVELOPMENT DEPARTMENT

### Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	<u>Actual 2009-10</u>	<u>Actual 2010-11</u>	<u>Estimate 2011-12</u>	<u>Budget 2012-13</u>
Salaries & Benefits	3,610,680	3,452,560	3,402,812	3,411,396
Maintenance & Operations*	297,902	494,278	325,453	529,619
Capital Outlay	-	20,500	-	62,965
<b>Total Operating Budget*</b>	<b>3,908,582</b>	<b>3,967,338</b>	<b>3,728,265</b>	<b>4,003,980</b>
Capital Improvements*	31,078	-	-	1,104,057
<b>Total Department*</b>	<b><u>3,939,660</u></b>	<b><u>3,967,338</u></b>	<b><u>3,728,265</u></b>	<b><u>5,108,037</u></b>

#### DEPARTMENT PROGRAMS:

6001	Administration	577,845	607,466	560,316	388,020
6011	Advance Planning	345,855	335,132	303,241	363,059
6021	Current Planning	978,260	911,861	883,145	878,053
6022	Planning Commission	10,285	10,139	14,700	14,700
6031	Building Inspection	588,248	688,297	593,984	584,353
6032	Code Enforcement	656,272	639,294	646,885	562,284
6033	Plan Check Administration	458,008	463,139	469,670	453,330
9640	CDBG Administration*	-	-	-	227,680
9645	CDBG Public Service Grants/Projec	-	-	-	1,060,718
9660	Federal HOME Program*	-	-	-	304,516
6034	Permit Services	324,887	312,010	256,324	271,324
	<b>Total Department*</b>	<b><u>3,939,660</u></b>	<b><u>3,967,338</u></b>	<b><u>3,728,265</u></b>	<b><u>5,108,037</u></b>

\* As a result of the elimination of the Orange RDA, the Economic Development Department has been dissolved and portions of that activity have been realigned to the Community Development Department. As such, this financial summary reflects past fiscal activity for the Economic Development Department, which includes Redevelopment revenues/appropriations.

## COMMUNITY DEVELOPMENT DEPARTMENT

### Financial Summary

<u>DEPARTMENT FUNDING SOURCES:</u>		<u>Actual 2009-10</u>	<u>Actual 2010-11</u>	<u>Estimate 2011-12</u>	<u>Budget 2012-13</u>
100	General Fund	3,513,376	3,404,420	3,350,666	3,334,252
110	Building Records Management	-	145,519	16,929	54,748
245	Air Pollution Reduction	-	-	10,000	-
310	Comm. Development Block Grant*	-	-	-	1,288,398
317	H O M E Federal Grant Fund*	-	-	-	304,516
500	Capital Projects	31,078	-	-	-
550	Reimbursable Capital Projects	3,696	10,585	-	-
916	Affordable Housing*	-	-	-	65,000
940	Orange Merged Capital Projects	156,422	182,747	157,455	16,639
941	Orange Merged Housing	235,088	224,067	193,215	44,484
<b>Total Funding*</b>		<u>3,939,660</u>	<u>3,967,338</u>	<u>3,728,265</u>	<u>5,108,037</u>

\* As a result of the elimination of the Orange RDA, the Economic Development Department has been dissolved and portions of that activity have been realigned to the Community Development Department. As such, this financial summary reflects past fiscal activity for the Economic Development Department, which includes Redevelopment revenues/appropriations.

## COMMUNITY DEVELOPMENT | ADMINISTRATION

### PROGRAM DESCRIPTION

Administration provides the needed coordination between divisions, other departments, the City Manager and the City Council; and provides the payroll, personnel, purchasing, and policy management for the department.

### SERVICE OBJECTIVES

1. Attend/conduct weekly meetings to coordinate activities of divisions within the department and activities with other departments.
2. Maintain ongoing communication as needed with the City Council and community on development issues.
3. Maintain payroll, personnel and budget records for the Department in a timely manner.
4. Provide courteous, helpful service to users of the Department.
5. Maintain or enhance regular communication between Community Development staff and other development-related departments.
6. Conduct department meetings to keep all Department employees updated on administrative changes, projects/activities and other issues.
7. Address internal communication improvements and implement cross-training program.
8. Ensure that all Staff receive training and stay current with changes in the development industry.
9. Implement recommendations of 2012 Organizational Assessment (OA).
10. Establish and track performance measures and report of compliance.

### WORK PLAN FOR 2012-13

1. Continue to utilize cost effective training opportunities through coordination with local professional organizations and webinars that address pertinent topics of interest that will advance Staff's understanding of job parameters through June 2013. [4e]
2. Brief the City Council and Planning Commission on upcoming planning and development issues on an ongoing basis through June 2013. [4a]
3. Track activity levels in regard to development projects and workload demands on an ongoing basis through June 2013. [4a]
4. Implement methods to post Building Permit information on the internet such that owners and other interested individuals can access this information without the need to visit City Hall. [4c]
5. Closely monitor revenues and expenditures throughout Community Development's budget in order to effectively ensure that trends are recognized and addressed. [2e]
6. Identify a few quick fixes and propose Zoning Code amendments to simplify our development review of certain routine types of applications with an initial batch by December 2012. [2e]
7. Establish and track performance measures with initial reporting at mid-year. [4b]
8. Redefine the Business Enhancement Support Team (BEST) to address potential process changes and streamline the Staff Review Committee (SRC) review process by November 2012.
9. Strengthen the role of case planners to function as project managers with the goal of problem solving for each customer by December 2012.
10. Establish a process for project applicants to meet with each/all appropriate development review staff collectively to address major project issues on concerns by December 2012.

## COMMUNITY DEVELOPMENT | ADVANCE PLANNING

### PROGRAM DESCRIPTION

To provide comprehensive, long-range land, environmental, and policy planning to the City of Orange including maintaining and implementing the General Plan, facilitating inter-agency coordination; coordinating annexations; and reviewing proposed legislation and ensuring compliance with legislative mandates. To provide expert environmental review guidance to the City, focusing on environmental legal compliance for capital improvement projects and review of environmental documents referred to the City from other public agencies. To provide informational and analytical land use, environmental, and demographic information to the public and City staff in order to facilitate an ongoing understanding of the community, as well as the physical conditions affecting growth and change in Orange.

### SERVICE OBJECTIVES

1. Maintain and implement the City's General Plan as a long-term visionary document to guide City decision-making that benefits residents and businesses, while improving quality of life in Orange.
2. Coordinate demographic, statistical and environmental information and data relating to the City and make this information available to the community, as well as other City departments, in a user-friendly manner for informational and analytical purposes.
3. Coordinate environmental review for all City Capital Improvement Projects, working to provide adequate legal protection to the City and minimize adverse environmental effects on the community, while meeting City project objectives and timelines.
4. Develop and revise City standards, guidelines, and public education materials related to land use and environmental conditions in order to maintain relevant and legally adequate tools for guiding changes to the physical environment of the City in a positive manner, and informing citizens and businesses.

### WORK PLAN FOR 2012-13

1. Continue phased General Plan/Zoning consistency analysis for three additional 2010 General Plan Land use Focus Areas, including processing Zoning Code Amendments to reconcile inconsistencies per State Law and simplify the development review process through June 2013. [2d]
2. Complete the Old Towne Design Standards update to clarify the City's historic preservation expectations and make the standards more user-friendly by June 2013. [5b]
3. Complete Metrolink Parking Structure EIR and entitlement process by June 2013. [2d]
4. Initiate update to the City's Housing Element per state law in late 2012 to ensure adoption and state certification by October 2013. [3c]
5. Ensure completion of environmental review/compliance for various CIP projects, with particular effort involving the Meats Interchange project through June 2013. [2d]
6. Establish local historic district status for the City's three Eichler Tracts by June 2013. [5b]
7. Establish criteria for additions and deletions of properties from the City's Historic Resources Inventory by June 2013. [5b]
8. Pursue grant funding for General Plan implementation program projects involving development streamlining and commercial district enhancement that require consultant-based technical expertise through June 2013. [2a]

## COMMUNITY DEVELOPMENT | CURRENT PLANNING

### PROGRAM DESCRIPTION

Current Planning provides short range planning functions. This program implements the City's General Plan by administering the Zoning Ordinance and all development and design related documents, which contribute to a safe, healthy and livable community.

### SERVICE OBJECTIVES

1. Provide a high level of customer service and responsiveness to Orange residents, businesses, developers, and other members of the public through personal interaction at the front counter, over the phone, and in response to written requests.
2. Provide timely and accurate processing of the expected 130 projects (comprised of 150 discretionary development cases) including General Plan Amendments, Zone Changes, Conditional Use Permits, Variances, and Site Plan Reviews.
3. Coordinate City's review of development projects with other City departments for compliance with regulatory documents through chairing the Staff Review Committee to implement and guide the applicants through the City's development review process.
4. Administer provisions of the Zoning Code and other adopted documents.
5. Provide staff for 60+ annual public meetings held by the City Council, Planning Commission, Design Review Committee, Zoning Administrator, Community Workshops, and special Ad-Hoc Committees.
6. Provide accurate minutes, agendas, and support material for the Planning Commission, Zoning Administrator, Design Review Committee, and Staff Review Committee.
7. Maintain accurate records of all public documents processed.
8. Respond in a timely manner to the 5,000+ requests for information via the public counter as well as phone and e-mail inquiries generated by the public, other agencies, City departments, and the development and business community.

### WORK PLAN FOR 2012-13

1. Continue to review initial and subsequent applications submittals within the state mandated 30-day review period and advise applicants of project status in writing. [2e]
2. Return all phone calls within 2 business days. [4b]
3. Conduct final planning inspections within 2 business days of request. [2e]
4. Complete Zoning Verification Letter requests within 10 business days of receipt. [2e]
5. Support and assist Code Compliance with cases as requested. [4d]
6. Provide additional planner to assist at the planning counter as needed to minimize customer wait times to less than 20 minutes whenever possible. [4b]
7. Prepare process maps with focus on reducing overall entitlement processing times by December 2012.
8. Revise staff comment letters into a more useable checklist format by December 2012.

## COMMUNITY DEVELOPMENT | PLANNING COMMISSION

### PROGRAM DESCRIPTION

The Planning Commission is the appointed governmental body with the authority to make land use decisions and recommendations. As advisors to the City Council, the Commission reviews and evaluates individual development proposals for conformance with City-adopted codes, ordinances and the General Plan. This program also includes the Design Review Committee (DRC), who is an advisory Committee to the City Council and Planning Commission on architectural and landscape matters. The DRC evaluates projects in Old Towne and major projects citywide for conformance with City design standards.

### SERVICE OBJECTIVES

1. Make recommendations to the City Council on the adoption and maintenance of the City's General Plan, Zoning Ordinance, and designated discretionary development projects involving land use.
2. Conduct approximately 40 Planning Commission and DRC meetings annually to review and rule or make recommendations on land use proposals and development projects as well as design review issues.
3. Hold study sessions as needed to review and develop policies addressing land use issues of special significance to the City.
4. Work with City staff to ensure that new developments are well planned, well designed, and consistent with good planning principles.
5. Ensure projects in the Old Towne Historic District are in conformance with the Department of Interior Standards for Historical Preservation and Old Towne Design Standards.

### WORK PLAN FOR 2012-13

1. Train new and existing Design Review Committee and Planning Commission members through briefings, study sessions, and local training conferences through June 2013. [4b]

## COMMUNITY DEVELOPMENT | BUILDING INSPECTION

### PROGRAM DESCRIPTION

The Building Inspection program provides services that assist the community in their building and development projects. Professional, trained staff performs field inspections at various phases during construction. These inspections are conducted in order to verify that the construction work is in conformance with City building codes and the approved plan check. Additionally, inspectors provide guidance through the building process, which is a collaborative effort to many City agencies. The inspection staff works closely with all agencies to ensure that the process is coordinated. Inspection staff maintains office hours both in the morning and the afternoon to answer questions and update building records.

### SERVICE OBJECTIVES

1. Provide inspection services for each inspection request within one business day.
2. Maintain early morning and late afternoon office hours to better serve our customers.
3. Ensure a coordinated and comprehensive inspection process by working closely with other inspection agencies during the building process.
4. Provide professional and courteous service to all of our customers.
5. Continue to review the latest code updates and new materials through the International Code Council (ICC) and the National Fire Protection Association (NFPA) code seminars and professional organizations in order to provide technically accurate service.
6. Efficiently maintain accurate inspection records through the use of the City's E-Trakit system.

### WORK PLAN FOR 2012-13

1. Complete approximately 24,000 inspection stops, 13,000 by December of 2012 and 11,000 more by June 2013. [4b]
2. Gain continuing proficiency with the new 2010 California Building Codes through June 2013 through further training by attending in house, CALBO and ICC seminars. [4e]
3. Gain proficiency with the upcoming 2010 California Energy Codes and 2010 Green Building Standards through June 2013. [4b]
4. Participate in the Local Implementation Plan [LIP] of the National Pollution Discharge Elimination System (NPDES) by conducting required compliance inspections of construction projects through June 2013. [1b]
5. Research and prepare a program to implement remote devices to allow all inspectors to update inspection results in real time by June 2013. [4e]
6. Develop proficiency with the E-Trakit permit system through June 2013. [4b]
7. Provide a comprehensive and comparative Building Inspection activity report to the City Manager by August 2012 with an update by February 2013. [1a]



## COMMUNITY DEVELOPMENT | CODE COMPLIANCE

### **PROGRAM DESCRIPTION**

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The Code Compliance program provides enforcement of the City's Municipal Code as it relates to neighborhood and community issues. Most of the caseload is generated through the receipt of constituent reported violations, although officers also survey and self initiate cases within their assigned areas in a proactive approach. Through a combination of office research and field inspections, violations are documented and orders to comply are issued. The Code Compliance staff follows their casework from receipt to closure, sometimes involving court proceedings to gain compliance. Working closely with other agencies, the fundamental goal of the Code Compliance program is to seek compliance with the City's Code and achieve a safe, clean, and healthy living and working community environment. The categories of enforcement include, but are not limited to, property maintenance violations, non-conforming advertising practices, sub-standard housing conditions, and violations of the boardinghouse ordinance.

### **SERVICE OBJECTIVES**

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1. Take action on each reported violation within 2 business days of the initial receipt.
2. Provide ongoing observation of major target areas with active enforcement efforts to preserve acceptable levels of compliance.
3. Seek to gain voluntary compliance in 95% of all cases.
4. Keep current with the latest methods and technology through continued education and association with professional organizations.

### **WORK PLAN FOR 2012-13**

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1. Process approximately 2,200 code compliance cases: 1,100 by December 2012, and another 1,100 by June 2013. [4b]
2. Participate in the preparation of the Calendar of Events report with emphasis on the identification of dates, times and affected areas of special events held in Old Towne area through June 2013. [4b, 4d]
3. Review code compliance strategy to utilize officers to the best possible effect, which includes weekend enforcement and an emphasis on neighborhoods. [2a, 4e, 5b]
4. Develop proficiency with the E-Trakit permit system through June 2013. [4b]
5. Provide a comprehensive and comparative Code Compliance activity report to the City Manager by August 2012 and an update to the City Manager by February 2013. [4a]
6. Participate in the Neighborhood Watch Program and National Night out yearly event. [4b]

## COMMUNITY DEVELOPMENT | PLAN CHECK & ADMINISTRATION

### PROGRAM DESCRIPTION

The Building Plan Check program provides plan check services for all plans, computations and other data filed by an applicant for a permit. The Plan Check function reviews all documentation to ensure compliance with all local and applicable state requirements. The staff coordinates the plan check process with other regulatory agencies such as Fire, Police, Health and Public Works in order to provide a comprehensive approval process.

### SERVICE OBJECTIVES

1. Provide an initial plan check on 80% of all plans within two business weeks.
2. Provide prompt, professional service to every customer.
3. Keep current on the latest code updates and new materials through professional development seminars.
4. Provide "over the counter" plan check for small or simple projects, such as patio covers and solar panels.
5. Participate as the Building Division representative in approximately 50+ Staff Review Committee (SRC) meetings.
6. Participate in regular coordination meetings with Fire, Police, Public Works and other regulatory agencies.
7. Coordinate multi departmental simultaneous plan check for at least two major projects per year where staff from each development related department participates simultaneously in plan checking.
8. Manage and administer all provisions of the City's Building Codes and perform Code interpretation duties of the Building Official.
9. Provide technical assistance for all customers including City projects.

### WORK PLAN FOR 2012-13

1. Complete approximately 500 plan checks, 250 by December 2012 and another 250 plan checks by June 2013. Oversee the work of contract plan check consultants on as needed basis. [4b]
2. Gain continuing proficiency with 2010 California Building Codes through training by attending in-house, CALBO and ICC trainings. [4e]
3. Attend SRC & DRC meetings through June 2013. [4e]
4. Update the Building Division Procedures Manual through June 2013. [4e]
5. Develop proficiency with the E-Trakit permit system through June 2013. [4b]
6. Assist with the Energy Efficiency Services in evaluation and collection of energy savings throughout the City through June 2013. [3a]
7. Provide a comprehensive and comparative Plan Check and Administration activities report to the City Manager by August 2012 with an update by February 2013. [2a]

## COMMUNITY DEVELOPMENT | PERMIT SERVICES

### PROGRAM DESCRIPTION

The Permit Services program provides the extremely important initial contact with the public we serve. Our highly trained professional staff provide technical, permit, and support functions at the public counter. All building improvement plans are received and coordinated through this program, including plans for Fire and Police Departments. Permit Services staff provides plan review functions for simple projects and issues building permits for all approved construction projects. The staff has maintained microfilm records in the past and has implemented the new digital archive system. The staff answers or directs all general inquiries.

### SERVICE OBJECTIVES

1. Provide prompt, efficient, and friendly customer service including answering and directing public inquiries.
2. Process plan check applications and issue building-related permits working closely with other agencies during the process.
3. Provide counter plan check services for simple, smaller projects.
4. Prepare all construction-related documentation for digitizing.
5. Continue working with and maximizing our computerized permits tracking software.
6. Provide "user-friendly" handouts to assist our customers through our processes including Building Division Procedures Manual.

### WORK PLAN FOR 2012-13

1. Process approximately 3,000 building permits, 1,500 by December 2012, and 1,500 by June 2013. [4b]
2. Serve approximately 6,400 customers at our public counter with 3,200 by December 2012 and another 3,200 by June 2013. [4b]
3. Continue to utilize permit technicians to conduct at least 100 simple or smaller plan checks by June 2013. [4b]
4. Develop proficiency with the E-Trakit permit system through June 2013. [4b]
5. Refine procedures to allow for on-line application and issuance of minor permits by June 2013. [4b]
6. Provide a comprehensive and comparative Permit Services activity report to the City Manager by August 2012 with an update by February 2013. [4a]
7. Train new Permit Technicians and include all joint Public Works/Community Development front counter staff so that all assigned staff can assist with either building or public works applicants with intake by December 2012.

## COMMUNITY DEVELOPMENT | HOUSING

### PROGRAM DESCRIPTION

The Housing Division is responsible for the management, administration, and oversight of all activities that receive or have received Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), and Housing Set-Aside funds. These financial resources enable the City to provide various public services, complete infrastructure improvement, and create and retain affordable housing for Low and Moderate Income residents. (As the Successor Housing Agency to the Orange Redevelopment Agency, the City has assumed the oversight responsibilities for housing projects that were assisted by the orange Redevelopment Agency.)

### SERVICE OBJECTIVES

1. Administer the CDBG Program and HOME Program and ensure compliance with federal regulations.
2. Provide technical guidance to existing and potential CDBG subrecipients including nonprofit agencies and City departments.
3. Involve citizens in the development of the Annual Action Plan and allocation of CDBG and HOME funds.

### WORK PLAN FOR 2012-13

1. Complete and submit the FY 2011-12 Consolidated Annual Performance and evaluation Report to HUD by September 2012, and the FY 2013-14 Action Plan to HUD by May 2013. [3e]
2. Solicit and review up to 40 FY 2013-14 CDBG funding requests from nonprofit agencies and City departments by January 2013. [3e]
3. Conduct five public meetings and two technical assistance trainings for the CDBG Program by may 2013. [4a]
4. Monitor the affordability and occupancy covenants of over 500 rental units assisted with HOME and Housing Set-Aside funds through June 2013. [3e]



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# **Community Services**

## COMMUNITY SERVICES

### MISSION

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To enhance the quality of life and a safe community by providing lifelong learning opportunities, leisure activities and recreational experiences in well-maintained parks and facilities.

### DEPARTMENT GOALS

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1. Maintain City parks and assets in accordance with standard horticultural and facility management practices and methods.
2. Provide quality recreation programs and services for the community.
3. Provide quality service to all persons requesting assistance.
4. Maintain open space to meet active and passive park needs of all residents.
5. Provide for the design, construction and oversight of new parks and facilities for the Community.
6. Provide special event programs servicing the interest and enhancing the quality of life for all residents.
7. Collaborate with Community organizations in the provision of social and human services programs to meet the needs of our residents.
8. Provide administrative and technical landscape support to Public Works and Community Development Departments.
9. Provide the organization with leadership, technical assistance, and professional service.
10. Work to implement the goals and strategies as outlined in the Organization's Strategic Plan.
11. Continue to fulfill the expectations of the public through effectively managing limited resources.
12. Oversee City of Orange Public Information operations and enhance methods of communicating with residents, businesses and visitors.

### ACCOMPLISHMENTS FOR 2011-12

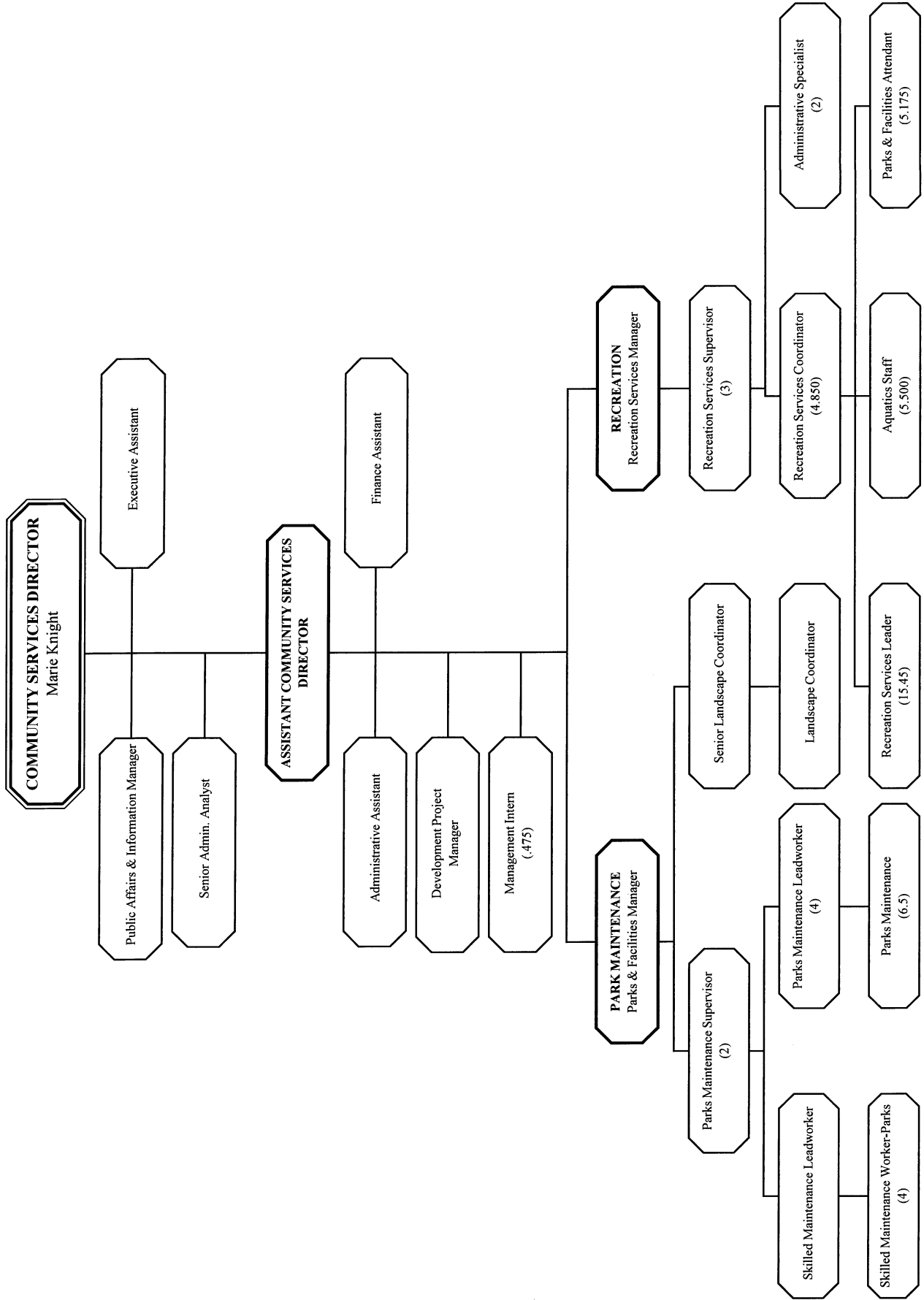
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1. Worked with Community Garden Volunteers to create a structure for "self-management" of the Community Gardens that is self sustaining with minimal impacts on City resources.
2. Created RFP process for Senior Transportation Services and assisted the Senior Center in the transition to the successful bidder as the new provider, as well as a new billing and tracking procedure. This new provider and additional funding through OCTA and SeniorServ will allow more seniors to be served.
3. Increased Military Banner program to a current count of 49 Banners in the Plaza Area.
4. Completed the Santiago Creek Bike Trail Project in December of 2011 adding 4.2 miles of Class 1 off-road trail along the Santiago creek to the South and Prospect/Bond Ave/Hewes to the north, including the installation of two bridge crossings and two new undercrossings.
5. Worked with the Project Developer to Complete the Steve Ambriz Memorial Park in April of 2012.
6. Created a new Facility Use Fee Waiver Policy, which establishes a more consistent policy throughout the organization.
7. Partnered with the Community Foundation of Orange on the Foundation Games Track Meet providing support to the event that hosts over 1200 youth, as well as provides the opportunity for athletes to participate in a County-wide meet.
8. Raised \$50,350 through the 2011 special events sponsorship campaign where the top 50 businesses in Orange, past sponsors and vendors that the Department works with were invited to participate.
9. Hosted the 3<sup>rd</sup> of July Celebration with approximately 10,000 community members in attendance.
10. Hosted Concerts in the Park at the historic Hart Park Bandshell July 6-August 24, 2011. Over the eight weeks, approximately 16,000 community members attended this free concert series.

11. Hosted the Treats in the Streets Autumn Festival on Oct. 27, 2011, for 10,000 community members.
12. Hosted the Veterans Day Tribute on Nov. 11<sup>th</sup> which featured Thomas G. Stein, Lieutenant Colonel, U.S. Marine Corps as the keynote speaker for approximately 500 community members.
13. Hosted the Tree Lighting Ceremony and Candlelight Choir Procession on Dec. 4<sup>th</sup> featuring Dr. William Hall as the narrator for 10,000 community members.
14. Hosted the Santiago Creek Bike Trail Dedication and Ribbon Cutting on Saturday, February 11, 2012.
15. Hosted the Steve Ambriz Memorial Park Grand Opening on April 28, 2012 to include contract class instructor free demonstrations and information on classes offered at the new park amenities.
16. Issued approximately 1,235 permits throughout our park system.
17. Partnered with Ace5on5 to implement an adult basketball league at the Sports Center Grijalva Park.
18. The Parks and Recreation Divisions worked together to partner with multiple Orange youth sport organizations to provide funding for field renovations/maintenance work at:
  - Grijalva Park – OJSC funded \$20,000
  - Handy Park – NSSL, AYSO, OYF, and OLL funded \$4,500
  - El Modena Park – OBA and Orange Lutheran funded \$12,000
19. Implemented online registration for swim lessons in spring 2011 which is an additional customer service tool to increase revenue and decrease part-time staff costs.
20. Served 2,297 participants in the summer 2011 aquatics program (lessons, swim team and water polo). Approximately 6,100 patrons visited Hart Park Pool during recreational swim.
21. Partnered with the Friendly Center to offer after-school programs partially funded by CDBG serving approximately 450 children at Grijalva, El Camino Real, and Killefer Parks.
22. Served approximately 447 children in a 9-week summer day camp program.
23. Provided 175 teens with impactful community service opportunities who participated in the Teens-4-Team Orange summer program.
24. Offered “Open Gym” basketball twice a week at the Sports Center at Grijalva Park, which served approximately 607 participants.
25. Initiated a Gymnasium Allocation Process for youth sport organizations at the Sports Center at Grijalva Park.
26. Replaced the rubberized surfacing at the tot lot at Serrano Park.
27. Installed auto-locking systems on 17 restroom facilities at 12 parks to allow patron access during all park hours and better utilize staff resources.
28. Installed a master key system throughout the park system to improve staff efficiency and better manage park assets.
29. Completed the El Camino Real Park Renovation final project items including replacement of the picnic shelter roof, concrete sidewalk replacement, and amenity replacement.
30. Over the year, the Parks Division has:
  - Spent 264 staff hours repairing 203 irrigation valves for a cost of \$10,274
  - Community Services Department covered 17,518 square feet of graffiti in 898 hours for a cost of \$28,400
  - Spent 278 staff hours fixing 2,515 plumbing fixtures for a cost of \$16,669
  - Staff repaired 3,006 sprinklers in 990 hours for a cost of \$33,813
  - Community Services Department staff locked and unlocked 23,347 facilities in 4131 hours for a cost of \$145,220



# COMMUNITY SERVICES



## COMMUNITY SERVICES

### SCHEDULE OF POSITIONS

	APPROVED 2010-11	APPROVED 2011-12	BUDGET 2012-13
<b>Regular Full-Time:</b>			
Administrative Assistant	1.000	1.000	1.000
Administrative Specialist	2.000	2.000	2.000
Assistant Community Services Director	1.000	1.000	1.000
Business and Public Affairs Manager	0.000	0.000	1.000
Community Services Director	1.000	1.000	1.000
Development Project Manager	1.000	1.000	1.000
Executive Assistant	1.000	1.000	1.000
Finance Assistant	1.000	1.000	1.000
Landscape Coordinator	1.000	1.000	1.000
Parks & Facilities Manager	1.000	1.000	1.000
Parks Maintenance Leadworker	4.000	4.000	4.000
Parks Maintenance Supervisor	2.000	2.000	2.000
° Parks Maintenance Worker II	5.000	5.000	4.000
Recreation Services Coordinator	4.000	4.000	4.000
Recreation Services Manager	1.000	1.000	1.000
Recreation Services Supervisor	3.000	3.000	3.000
* Senior Administrative Analyst	1.000	1.000	1.000
Senior Landscape Coordinator	1.000	1.000	1.000
Skilled Maintenance Leadworker	1.000	1.000	1.000
* Skilled Maintenance Worker - Parks	4.000	4.000	4.000
<i>Regular Full-Time Sub-Total</i>	<i>36.000</i>	<i>36.000</i>	<i>36.000</i>
<b>Regular Part-Time (FTE):</b>			
Parks Maintenance Worker I	1.760	1.750	1.750
Recreation Services Leader I	1.500	1.500	1.500
Recreation Services Leader II	4.500	4.500	4.500
Recreation Services Leader III	3.000	3.000	3.000
<i>Regular Part-Time Sub-Total</i>	<i>10.760</i>	<i>10.750</i>	<i>10.750</i>
<b>Part-Time/Non-Benefitted(FTE):</b>			
Assistant Pool Manager	0.390	0.375	0.375
Life Guard/Swim Instructor	4.030	3.875	3.875
Management Intern	0.480	0.475	0.475
Parks & Facilities Attendant	3.120	3.000	3.000
Parks Maintenance Helper	1.040	1.000	1.000
° Parks Maintenance Worker I	2.400	2.375	1.500
Pool Manager	0.780	0.750	0.750

## COMMUNITY SERVICES (continued)

### SCHEDULE OF POSITIONS

	APPROVED 2010-11	APPROVED 2011-12	BUDGET 2012-13
<b>Part-Time/Non-Benefitted (continued):</b>			
Recreation Services Coordinator	0.870	0.850	0.850
Recreation Services Leader I	1.830	1.800	1.800
Recreation Services Leader II	2.440	2.400	2.400
° Recreation Services Leader III	2.090	2.050	1.550
Swimming Attendant	0.520	0.500	0.500
<i>PT/Non-Benefitted(FTE) Sub-Total</i>	<i>19.990</i>	<i>19.450</i>	<i>18.075</i>
<b>Total Community Services</b>	<b>66.750</b>	<b>66.200</b>	<b>64.825</b>

\* Of the 64.825 full-time equivalent (FTE) positions, 3 FTE positions (1 Snr Administrative Analyst and 2 Skilled Maintenance Worker-Parks) are being held vacant and have not been budgeted in the 2012-13 fiscal year

° Eliminated: .875 Parks Maintenance Worker I, 1 Parks Maintenance Worker II and .50 Recreation Services Leader III

## COMMUNITY SERVICES DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b>Actual 2009-10</b>	<b>Actual 2010-11</b>	<b>Estimate 2011-12</b>	<b>Budget 2012-13</b>
Salaries & Benefits	3,605,372	3,467,015	3,852,404	3,923,637
Maintenance & Operations	2,988,017	3,116,834	3,560,267	3,657,296
Capital Outlay	26,351	14,487	16,500	14,500
<b>Total Operating Budget</b>	6,619,740	6,598,336	7,429,171	7,595,433
Capital Improvements	3,406,218	3,118,510	669,110	413,120
Debt Service	45,618	47,301	5,000	-
<b>Total Department</b>	<b>10,071,576</b>	<b>9,764,147</b>	<b>8,103,281</b>	<b>8,008,553</b>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
7001 Community Services Administration	1,172,478	1,223,009	1,216,152	1,330,163
7011 Leisure Services	1,258,179	1,211,203	1,500,564	1,552,578
7012 Grijalva Gymnasium	-	110,004	306,270	303,137
7014 Athletics	258,874	289,842	277,928	282,075
7015 Special Events	101,107	135,157	155,953	100,525
7021 Park Planning, Acquisition & Development	3,517,053	3,165,811	674,110	413,120
7022 Park Maintenance	2,779,039	2,682,918	2,894,428	2,848,811
7024 Landscape Maintenance Districts	51,637	51,656	36,420	143,618
7025 Shadow Ridge Landscape Maintenance	-	-	-	573,115
7026 Irvine 86-2 Landscape Maintenance	574,374	549,055	579,124	-
7041 Human Services	358,835	345,492	462,332	461,411
<b>Total Programs</b>	<b>10,071,576</b>	<b>9,764,147</b>	<b>8,103,281</b>	<b>8,008,553</b>

## COMMUNITY SERVICES DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT FUNDING SOURCES:</u></b>		<b>Actual 2009-10</b>	<b>Actual 2010-11</b>	<b>Estimate 2011-12</b>	<b>Budget 2012-13</b>
100	General Fund	5,943,916	6,023,559	6,686,556	6,735,719
245	Air Pollution Reduction	26,351	14,487	15,000	13,000
262	Measure "M" Traffic Imprvmnt.	-	-	110,000	-
263	Measure "M2" Traffic Imprvmnt.	-	-	-	110,000
291	Santiago Hills Landscape Maintenance District Fund	574,374	549,055	579,124	573,115
293	Sycamore Crossing Landscape Maintenance District Fund	51,637	51,656	36,420	35,618
294	Del Rio Landscape Maint District	-	-	-	108,000
500	Capital Projects Fund	1,846,965	630,335	-	-
511	Park Acquisition & Development	1,521,126	72,342	669,112	307,410
540	Old Towne Parking Facility	3,862	889	1,057	7,184
550	Reimbursable Capital Projects	90,947	2,415,833	(2)	105,710
551	Grijalva Park Fund	12,397	-	-	-
594	Serrano Heights Fund	-	-	-	-
940	Orange Merged Capital Projects	1	5,991	6,014	12,797
<b>Total Funding</b>		<b><u>10,071,576</u></b>	<b><u>9,764,147</u></b>	<b><u>8,103,281</u></b>	<b><u>8,008,553</u></b>

## COMMUNITY SERVICES | ADMINISTRATION

### PROGRAM DESCRIPTION

Administration manages the financial and logistical operations of the Community Services Department, which includes Park Maintenance, Recreation, Human Services, Landscape Maintenance (Public Right-Of-Ways and Assessment Districts), Recreational Trails, Park Planning and Development and administrative support to the Park Planning and Development Commission.

### SERVICE OBJECTIVES

1. Facilitate public/private partnerships to collaborate with the City in order to provide in-kind and/or financial contributions for the support and development of Department programs.
2. Provide administrative and management support to all Department employees to enable them to provide quality service to the community.
3. Provide advice and support to the City Manager on matters relating to park maintenance and management, recreation, human services and park planning and development, along with revenue generating programs.
4. Work closely with the Public Works Department, Community Development Department, City Manager's Office and other departments on capital improvement projects.
5. Provide administrative support to the Park Planning and Development Commission on matters relating to open space and parks.
6. Administer Department grants and actively research new funding opportunities.
7. Develop, monitor and evaluate the Department's annual budget.

### WORK PLAN FOR 2012-13

1. Work with the Council, City Manager and Department Head team to continue to identify opportunities for changes in programs and services that result in necessary budget reductions by June 2013. [2d]
2. Continue to evaluate current staffing and resources to ensure that critical service areas are covered with the appropriate amount of staff and staff at the appropriate level of the organization by June 2013. [2d]
3. Actively seek alternative funding mechanisms for projects, programs and services by June 2013. [2b]
4. Continue to work with our community partners to identify opportunities for collaboration and alternative ways to offer programs and services in light of fiscal reductions by June 2013. [2e]
5. Create a Social Media Policy implementation plan and City of Orange Facebook Page by January 2013.
6. Explore alternative methods for disseminating information to our residents, business and visitors to incorporate into an overall Public Relations and Marketing Plan for the City.
7. Create an overall Public Relations and Marketing Plan for the City by June 2013.

## COMMUNITY SERVICES | LEISURE SERVICES

### PROGRAM DESCRIPTION

Leisure Services provides for programs in the following areas: after-school recreation, summer day camps, youth excursions, and recreation classes for youth and adults. In addition, staff administers and monitors park and facility permits. Programs such as these are critical to our vibrant community and offer parents and families much needed options that are safe and of high quality for children.

### SERVICE OBJECTIVES

1. Provide three after-school recreation sites for 450 children who participate in supervised sports, arts/crafts, tutoring, games, special events and excursions.
2. Work in partnership with Economic Development to develop the Our Orange community activity brochure four times a year.
3. Operate two summer day camps, one Teens for Team Orange summer camp, and, for 1,000 youth participants.
4. Maintain three 10-week recreation class sessions and one 14-week recreation class session of quality contract classes for over 8,000 participants.
5. Process/monitor over 1,000 building reservations, over 1,300 picnic, moon bounce, and open space reservations utilized by the general public.

### WORK PLAN FOR 2012-13

1. Continue to expand contract class offerings and associated promotional efforts to increase revenues for the City and maximize the use of the entire park system, including the newly opened Steve Ambriz Memorial Park by June 2013. [3b]
2. Continue to work in partnership with the Friendly Center to support and promote the afterschool programs provided at the three city sites funded through the CDBG program by June 2013. [3d]
3. Work with the City Manager's office on changes to the Our Orange process necessitated by the closure of the RDA by June 2013. [4b]
4. Continue to strengthen partnerships in the community that offer service opportunities for our Teens for Team Orange summer camp program by August 2012. [3e]

## COMMUNITY SERVICES | SPORTS AND AQUATICS

### PROGRAM DESCRIPTION

---

Sports and Aquatics provides sports programming, such as adult softball, youth sports programs, bi-annual sports field allocation, permitting and monitoring of athletic fields, a 9-week City staffed summer aquatics program, and a contract aquatics program in spring, summer and fall.

### SERVICE OBJECTIVES

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1. Monitor four seasons of adult softball under full service contract with Major League Softball for over 400 teams, in which 6,000 adults participate.
2. Continue to support the Orange Community Foundation's *Foundation Games* by qualifying youth athletes to advance to regional competition in track & field.
3. Coordinate the use of city athletic fields by approved Orange community youth groups ensuring equitable distribution and a priority for recreation based programs.
4. Process/manage over 10,000 athletic field permits utilized by approved Orange community youth groups, youth/adult sports leagues and the general public.
5. Provide a 9-week summer aquatics program at Hart Park Pools, at which 1,300 participants register for swimming lessons and 15,000 swimmers participate in Recreation Swim.
6. Partner with Orange Regional Competitive Aquatics (ORCA) to provide an 8-week summer, 8-week Fall and 8-week Spring aquatics programs utilizing El Modena High School pool serving over 675 participants for swimming lessons; youth swim team and youth water polo.

### WORK PLAN FOR 2012-13

---

1. Continue to increase collaboration and coordination with OUSD to ensure the field allocation process is succinct and readily available to Orange youth sports organizations by June 2013. [3e]
2. Continue to work on collaboration with Orange's youth sports organizations to ensure an equitable distribution of city athletic field resources with a priority for recreational sports, while allowing for the maintenance of these facilities in a fiscally responsible manner by June 2013. [3a]
3. Continue to develop partnerships with outside contractors to provide quality youth and adult sports programs to the community by June 2013. [3e]
4. Work with the City's current adult softball contractor, Major League Softball, on expanded programming of the two new Steve Ambriz Memorial Park lighted softball fields by June 2013. [3e]
5. Continue to work on training opportunities for Orange's approved Youth Sports organizations in field maintenance and preparation in order to help maintain the quality of our field assets by June 2013. [2d]
6. Transition the management of the City's Adult Basketball Program from current contract provider who is closing their business to a program managed by City Staff by September 1, 2012.



## COMMUNITY SERVICES | SPECIAL EVENTS

### PROGRAM DESCRIPTION

---

Special Events provides for the coordination and implementation of the following City-wide special events: Concerts in the Park, 3<sup>rd</sup> of July Celebration, Treats in the Streets Autumn Festival, Veterans Day Tribute, Tree Lighting Ceremony and Candlelight Choir Procession, Children's Holiday Breakfast and other park dedications and events. These events have become a part of the hometown feel and culture of Orange and help to unify our community by bringing together our residents in a common celebration.

### SERVICE OBJECTIVES

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1. Continue to provide five high quality, City-wide special events to over 25,000 participants.
2. Promote private and non-profit partnerships that bring together members of our community in support of citywide special events.
3. Continue to foster partnerships with Orange Unified School District and Chapman University to acquire volunteers for special events.

### WORK PLAN FOR 2012-13

---

1. Achieve a sponsorship goal of raising \$45,000 for the 12-13 Special Event Season by June 2013. [3e]
2. Modify special events as directed to achieve any necessary fiscal reductions while ensuring quality of events remains excellent by June 2013. [2a]
3. Seek to identify community partners who may be interested in assuming a larger role in the production of some of our special events in order to relieve the City's financial burden in both funding and staff resources for these events by June 2013. [3e]

## COMMUNITY SERVICES | PARK PLANNING, ACQUISITION & DEVELOPMENT

### PROGRAM DESCRIPTION

---

Park Planning, Acquisition, and Development provides for the planning, acquisition and development of parks, recreational facilities and trail projects within the community.

### SERVICE OBJECTIVES

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1. Provide quality parks, athletic fields, facilities and open space for Orange residents.
2. Coordinate with the Park Planning and Development Commission in reviewing, prioritizing, and recommending implementation of design, acquisition, development and rehabilitation pertaining to parks, open space, and recreational trails.
3. Identify capital projects in the Capital Improvement Program budget based on the Master Plan of Parks, Recreation and Facilities, the Open Space/Conservation Elements of the Orange General Plan that reference Park and Trails Development, and the Recreational Trails Master Plan.
4. Maintain current and useful department planning documents through annual review and update:
  - Master Plan of Parks, Recreation and Facilities;
  - Open Space/Conservation Elements of the Orange General Plan that describe Park and Trails Development;
  - Recreational Trails Master Plan;
  - Quimby Ordinance; and
  - City of Orange Bikeways Master Plan.
5. Identify grant-funding opportunities for viable park acquisition, development and renovation of open space, parks, trails, facilities and equipment.

### WORK PLAN FOR 2012-13

---

1. Continue to support and follow-up development work on recently constructed projects at the Santiago Creek Bike Trail and Grijalva Sports Center throughout the fiscal year by June 2013. [2d]
2. Develop a plan for completing the process of updating the City Master Plan of Recreational trails by June 2013. [3a]
3. Apply for project development grants as directed by June 2013. [2b]
4. Update Park Facility CIP priority recommendation list by June 2013. [2a]
5. Participate in discussions with neighboring cities (such as Santa Ana and Anaheim) regarding their connectivity plans and our city trail system by June 2013. [2b]
6. Create an Ownership/Maintenance Manual for the newly opened Santiago Creek Bike Trail identifying the various property lines and owners along the trail and their associated maintenance responsibilities.

## COMMUNITY SERVICES | PARK MAINTENANCE

### PROGRAM DESCRIPTION

---

Park Maintenance provides landscape and facility maintenance at parks and open space areas throughout the City. The Division also provides contract administration for landscape maintenance of all City facilities, which include fire stations, libraries, Civic Center, recreation trails, freeway overpasses, medians, landscape easements and rights-of-way.

### SERVICE OBJECTIVES

---

1. Provide general landscape maintenance services at all City parks and facilities.
2. Provide skilled maintenance services at all City parks.
3. Provide ongoing technical and maintenance training to Park Maintenance employees.
4. Evaluate and modify, as necessary, current and future park maintenance contracts.
5. Provide landscape technical assistance, plan check services and perform field inspections for all City projects.
6. Conduct regular landscape inspections at City facilities and Public Works rights-of-way and medians with contractors in order to ascertain compliance with maintenance specifications.

### WORK PLAN FOR 2012-13

---

1. Continue development of a Parks Division Employee Training Program with modules that will include instruction in horticulture; turf management; irrigation design, maintenance & repair; arboriculture; water management; sports field maintenance, and; storm water management by June 2013. [1a]
2. Develop a plan to manage both the administration of our increasing maintenance contracts, as well as contract compliance issues in the field by June 2013. [2a]
3. Continue to implement best practices maintenance at the Sports Center at Grijalva Park in order to maintain the facility asset in the best working condition by June 2013. [2a]
4. Oversee two CIP projects for the 12-13 FY: refurbishment of the trail at Rancho Santiago Trail and the anti-graffiti coating throughout our parks system June 2013. [2a]
5. Continue to identify opportunities for changes in programs and services that result in necessary budget reductions by June 2013. [2b]
6. Incorporate the newly developed Steve Ambriz Memorial Park and Santiago Creek Trail into the Division's inventory for maintenance and management of all facility assets. Develop best management practices and specific maintenance programs for each new recreation feature by June 2013. [4b]
7. Continue to provide quality landscape and infrastructure maintenance to City parks, facilities, and Rights of Way. Endeavor to identify opportunities to reduce maintenance costs and water consumption by June 2013. [2d]

## COMMUNITY SERVICES | SANTIAGO HILLS LANDSCAPE MAINTENANCE DISTRICT 86-2

### **PROGRAM DESCRIPTION**

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Santiago Hills Landscape Maintenance District provides contract administration and supervision for landscape maintenance services for the Santiago Hills Landscape Assessment District 86-2.

### **SERVICE OBJECTIVES**

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1. Provide landscape contract administration and supervision of maintenance services for the Assessment District in cost effective manner.
2. Respond to homeowner concerns, research and resolve issues, follow through and complete maintenance requests in a timely manner.
3. Continue to develop landscape punch lists, maintain written documentation and communication with contractor.
4. Renovate landscape areas that need improvement due to missing or declining plant material and replace irrigation controller equipment with available funding.
5. Continue to monitor irrigation systems and evaluate water management programs to reduce costs and conserve water usage.
6. Conduct regular walk-through inspections at the assessment district with the landscape contractor for compliance with the maintenance specifications.
7. Assist the Public Works Department in the preparation of annual reports for the Assessment District.

### **WORK PLAN FOR 2012-13**

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1. Oversee a new 5-year maintenance contract beginning July 1, 2012. Make necessary maintenance reductions, if needed, based on the new award amount to ensure expenditures align with revenues by June 2013. [2b]
2. Continue to identify areas to safely reduced maintenance in an effort to align annual maintenance expenditures to either at or below the annual assessment revenue amount by June 2013. [2b]
3. Develop RFP for scope of work that includes re-design of landscape areas in the City's purview to include more hardscape and low maintenance landscape in order to reduce District maintenance costs so they align with the funding received from the assessment by June 2013. [2a]

## **COMMUNITY SERVICES | SYCAMORE CROSSING LANDSCAPE MAINTENANCE DISTRICT 94-1**

### **PROGRAM DESCRIPTION**

Sycamore Crossing Landscape Maintenance District provides contract administration and supervision for landscape maintenance services for the Sycamore Crossing Landscape Assessment District 94-1.

### **SERVICE OBJECTIVES**

1. Provide landscape contract administration and supervision of maintenance services for the Assessment District in cost effective manner.
2. Respond to homeowner concerns, research and resolve issues, follow through and complete maintenance requests in a timely manner.
3. Renovate landscape areas that need improvement due to design failure or declining plant material with available funding.
4. Continue to monitor irrigation systems and evaluate water management programs to reduce costs and conserve water usage.
5. Conduct regular walk-through inspections at the assessment district with the landscape contractor for compliance with the maintenance specifications.
6. Assist the Public Works Department in the preparation of annual reports for the Assessment District.

### **WORK PLAN FOR 2012-13**

1. Oversee a new 5-year maintenance contract beginning July 1, 2012. Make necessary maintenance reductions, if needed, based on the new award amount to ensure expenditures align with revenues by June 2013. [2b]
2. Continue dialogue with the HOA Board of Directors regarding any changes that might be necessary in order to achieve Work Plan 1 by June 2013. [2d]

## COMMUNITY SERVICES | HUMAN SERVICES

### PROGRAM DESCRIPTION

---

Human Services provides for the administration of the Resource Center, Senior Citizens Center, Human Services programs and other services, including the Orange CARES for Children Holiday Breakfast. These programs are vital to our mission and help to strengthen our neighborhoods and community as a whole. They provide a vehicle for reaching out to our families who are in need and in cases, such as the services provided through Orange Elderly Services, offer a focal point for serving our special populations.

### SERVICE OBJECTIVES

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1. Continue to monitor the senior services contract with Orange Elderly Services, Inc.
2. Continue to monitor the senior transportation contract with Orange County Transit Authority (OCTA), which provides over 10,000 trips annually.
3. Coordinate and implement the Children Holiday Breakfast program to serve over 300 Orange families.
4. Partner with the Friendly Center and Girl Scouts to support the Holiday Basket Program at Thanksgiving.

### WORK PLAN FOR 2012-13

---

1. Provide continued assistance to the Orange Senior Center in the areas of facility maintenance, program and service delivery, and transportation services by June 2013. [3a]
2. Work with the Police Department and the GRIP program on potential grants and funding sources to bring mobile recreation to the areas where the GRIP program is concentrating services by June 2013. [2b]
3. Research additional youth program opportunities, resources and partnerships, as well as, evaluate existing service programs and events offered by fellow city departments and local non-profit groups to determine potential collaborative programs and events by June 2013. [3a]

## COMMUNITY SERVICES | SPORTS CENTER AT GRIJALVA GYM

### **PROGRAM DESCRIPTION**

---

Sports Center at Grijalva Gym provides recreation contract classes, adult basketball programs, and facility room reservations for the community. Program options such as these are critical to our vibrant community and offer parents and families much needed options that are safe and of high quality for children.

### **SERVICE OBJECTIVES**

---

1. Execute three 10-week recreation class sessions and one 14-week recreation class session of quality contract classes.
2. Monitor up to four seasons of adult basketball under full service contract with Ace 5 on 5 for up to 24 teams.
3. Process/monitor facility reservations for class and dance rooms and the gymnasium.
4. Work with local youth sports organizations on an annual calendar according to sport season for approved allocated use of the gymnasium.

### **WORK PLAN FOR 2012-13**

---

1. Research teen program opportunities, resources and partnerships with non and for-profit groups to determine potential collaborative programs and events by June 2013. [3e]
2. Research sports programming activities to serve all ages of the community by June 2013. [4b]
3. Continue to expand the classes and activities offered to meet the needs of the community using contract instructors by June 2013. [4b]
4. Continue to maintain the facility and park grounds to provide a safe and functional environment for programs and services by June 2013. [1b]



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**Non-Department**

## NON-DEPARTMENTAL

### PROGRAM DESCRIPTION

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The Non-Departmental portion of the budget provides for a means to group specific expenditures that cross-departmental boundaries and require special planning, implementation or monitoring.

The Non-Departmental budget includes the following:

1. The City's portion of retirees' health insurance premiums.
2. Reimbursable salary expense for the International Street Fair and other community events.
3. Employee separation benefits.
4. Annual Animal Control contract with the County of Orange.
5. City-wide telephone and postage expenses.
6. Payments to the Orange County Transportation Authority (OCTA) as part of the 1996 General and Gas Tax Funds Exchange agreement which is one of the provisions of the Orange County Bankruptcy Recovery Legislation.
7. Performance payments to various commercial developments.

## NON DEPARTMENTAL

### Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	<u>Actual 2009-10</u>	<u>Actual 2010-11</u>	<u>Estimate 2011-12</u>	<u>Budget 2012-13</u>
Salaries & Benefits	888,197	672,649	1,490,000	1,784,000
Maintenance & Operations	2,134,888	1,968,062	2,564,834	2,507,963
<b>Total Operating Budget</b>	3,023,085	2,640,711	4,054,834	4,291,963
Debt Service	1,033,388	1,031,410	1,031,875	1,029,590
<b>Total Department</b>	<u>4,056,473</u>	<u>3,672,121</u>	<u>5,086,709</u>	<u>5,321,553</u>
 <u>DEPARTMENT PROGRAMS:</u>				
0000 Non Departmental	4,056,473	3,672,121	5,086,709	5,321,553
<b>Total Department</b>	<u>4,056,473</u>	<u>3,672,121</u>	<u>5,086,709</u>	<u>5,321,553</u>
 <u>DEPARTMENT FUNDING SOURCES:</u>				
100 General Fund	2,291,001	2,095,484	2,749,834	2,692,963
400 City Debt Service	1,033,388	1,031,410	1,031,875	1,029,590
760 Employee Accrued Liability	732,084	545,227	1,305,000	1,599,000
<b>Total Funding</b>	<u>4,056,473</u>	<u>3,672,121</u>	<u>5,086,709</u>	<u>5,321,553</u>

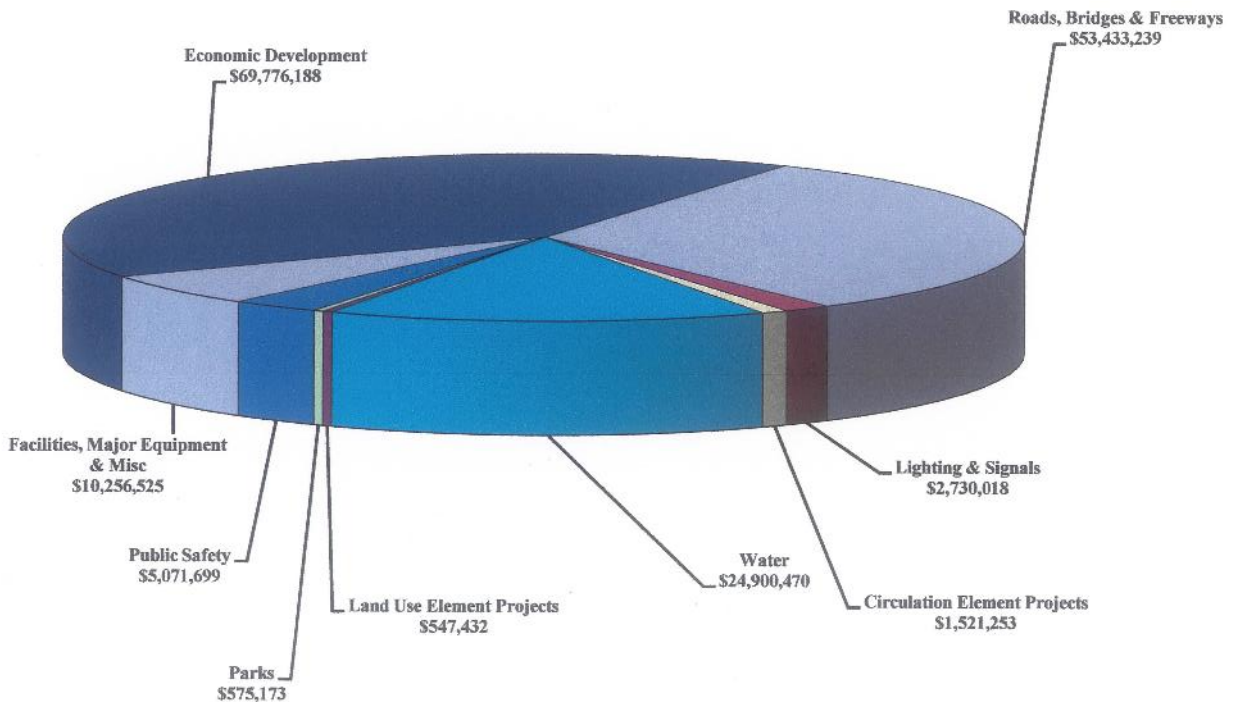
# **Capital Improvements**

## CAPITAL IMPROVEMENT PROGRAM HIGHLIGHTS

The City of Orange CIP serves as a single comprehensive plan of proposed capital improvement projects for the budget year of FY 2012-13 and the six years thereafter. The CIP is a budgeting and strategic planning tool used to determine the extent of future needs and sources of funding. Funding sources include a combination of current and future anticipated revenues and contributions from other governmental agencies, developers, and private donors.

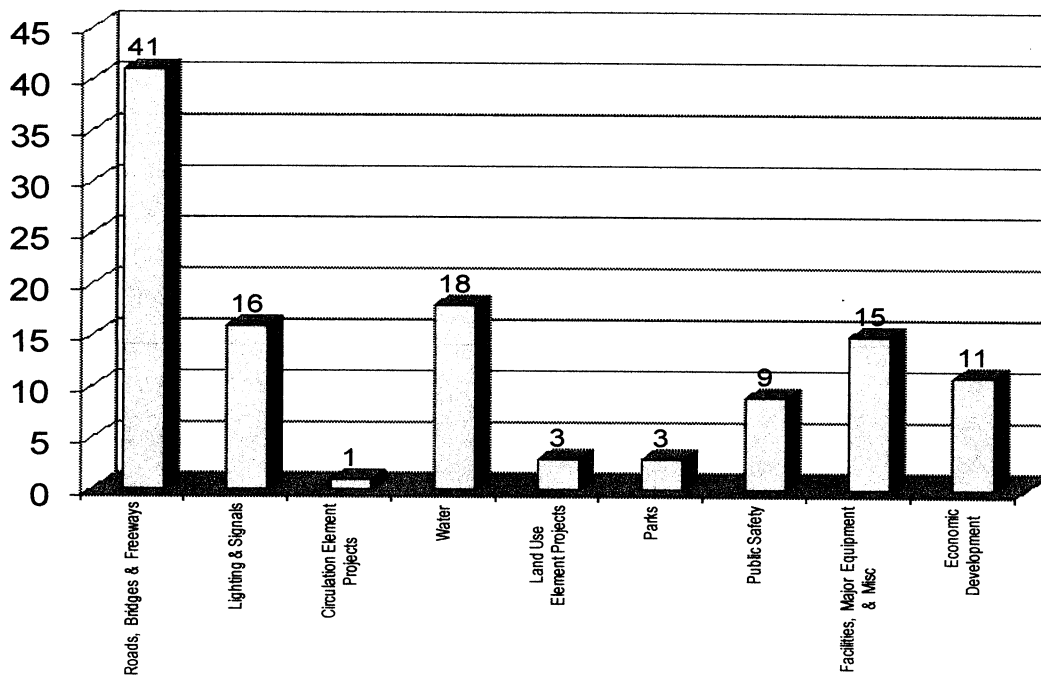
The CIP identified 117 projects that are being proposed for the seven-year period. For the upcoming fiscal year, there are 17 new projects budgeted and 100 projects that are a continuation of previously approved projects. With these projects, the City Council is investing about \$44 million in capital improvements in the upcoming fiscal year and \$169 million over the seven year planning horizon. This is a major investment in the City's infrastructure and represents a significant commitment to our community's future.

### Project Category Summary 7 – Year Total \$168,811,997



Road projects account for 41 of the proposed projects over the seven-year period. There are 16 Lighting and Signal projects, 18 water projects and 3 park projects. Public Safety projects number 9; and projects involving City facilities and equipment account for 15 of the proposed projects included in the CIP. Facility and equipment improvements generally require funding through the General Fund, while most street, lighting and water projects receive funding from outside funding sources or City funding sources restricted to those specific types of projects. There are 11 Economic Development projects.

**City of Orange 2012-2013  
Seven Year Capital Improvement Program  
NUMBER OF PROJECTS BY CATEGORY**



Funding for the CIP comes from 33 different funding sources including Gas Taxes, Measure “M”, Traffic Congestion Relief Funds, Development Impact Fees, State and Federal Grants, Redevelopment Funds and Community Development Block Grant (CDBG). Funding for projects supported by funds other than the General Fund account for \$40 million, or 99% of the new funding for FY 2012-13. In addition, a few projects that are funded by bond proceeds are currently under review.

The following are highlights of the FY 2011-12 Capital Improvement Program projects:

- Progress on the Gymnasium/Sports Center continues with exterior lighting and signage anticipated to be completed in the second half of this fiscal year;
- Application of anti-graffiti coating throughout the City’s park and trail system to protect unpainted concrete, brick, block, and stone finish surfaces;

- Construction of unisex restroom facilities in all eight fire stations for employees and the public;
- A continued commitment to road improvements with \$2.5 million in FY 2011-12 funding being allocated to the Pavement Management Program, additional work of over \$3.1 million in FY 2012-13 funding provided for Street Maintenance and rehabilitation at other areas throughout the City, and more than \$53 million in carryover and proposed funding for street projects over the next seven fiscal years;
- Design of the Metrolink Parking Structure will continue during the first half of the fiscal year;
- Sixteen lighting and signal projects designed to improve signal coordination and synchronization;
- The commitment of \$3.4 million in FY 2012-13 funding towards 19 projects intended to maintain or improve the City's water production and distribution.

The CIP is prepared in accordance with multiple state and local requirements, including Measure M (Fund 262), Measure M2 (Fund 263), and Traffic Congestion Relief (Fund 340) requirements. Recent maintenance of effort calculations confirm that the City should remain eligible to receive Measure M, Measure M2, and Traffic Congestion Relief funds for street improvement, maintenance and traffic safety projects. Maintenance of effort considerations, which are based on actual, rather than budgeted expenditures, may require additional flexibility in Public Works CIP projects in the final months of each fiscal year. Operating costs associated with the CIP projects for FY 2012-13 are included in the City's annual operating budget.

## SCHEDULE OF NEW CAPITAL IMPROVEMENT FUNDING BY FUND

<u>Project</u>	<u>Amount</u>	<u>Fund</u>
<u>Fund Number</u>	<u>Requested</u>	<u>Total</u>
<b>Proposition 172</b>		
120 12955 Mobile Data Computers	\$ 234,000	
<b>Total Proposition 172</b>		<b>\$ 234,000</b>
<b>Sanitation and Sewer</b>		
220 15508 Sewer Line Maintenance/Replacement	\$ 400,000	
220 15562 Master Plan of Sewers	10,000	
220 20112 Installation of CDS Units	35,000	
220 15113 Catch Basin Screening	15,000	
<b>Total Sanitation and Sewer</b>		<b>\$ 460,000</b>
<b>Traffic Improvement - Measure M</b>		
262 20123 Taft Ave Signal Synchronization	\$ 24,000	
<b>Total Traffic Improvement - Measure M</b>		<b>\$ 24,000</b>
<b>Traffic Improvement - Measure M2</b>		
263 13115 Pavement Management Program Survey	\$ 60,000	
263 13120 Pavement Management Program	1,000,000	
263 16302 Minor Traffic Control Devices - Various	50,000	
263 16304 Biennial Traffic Signal Coordination	95,000	
263 20154 Jamboree Road Rehabilitation	1,364,955	
<b>Total Traffic Improvement - Measure M2</b>		<b>\$ 2,569,955</b>
<b>Gas Tax 2105</b>		
272 13120 Pavement Management Program	\$ 1,460,000	
272 13816 Structural Evaluation Of City's Bridges	20,000	
<b>Total Gas Tax 2105</b>		<b>\$ 1,480,000</b>
<b>TSIP Area "B"</b>		
284 13034 Meats/SR 55 Interchange Study	\$ 250,000	
<b>Total TSIP Area "B"</b>		<b>\$ 250,000</b>



**SCHEDULE OF NEW CAPITAL IMPROVEMENT FUNDING BY FUND (continued)**

<u>Project</u> <u>Fund Number</u>	<u>Description</u>	<u>Amount</u> <u>Requested</u>	<u>Fund</u> <u>Total</u>
<b>TSIP Area "C"</b>			
285 13034	Meats/SR 55 Interchange Study	\$ 250,000	
<b>Total TSIP Area "C"</b>			<u>\$ 250,000</u>
<b>Community Development Block Grant</b>			
310 11328	ADA Improvements - Access Ramps	\$ 101,253	
310 20114	Citrus St. Rehabilitation	16,740	
310 20115	Fairmont St. Reconstruction	75,000	
310 20116	Birch Ave. Rehabilitation	76,160	
310 20117	Parker Street Rehabilitation	21,960	
310 20118	Clark Street Rehabilitation	72,240	
310 20126	Grand Street Reconstruction	171,440	
310 20136	Toluca Avenue Overlay	35,000	
310 20140	River Ave Rehab: Glassell St. to East E	135,000	
310 20141	Orange St Reconst: La Veta Ave to So end	125,200	
<b>Total Community Development Block Grant</b>			<u>\$ 829,993</u>
<b>H.O.M.E.</b>			
317 11210	HOME CHDO Allocation	\$ 45,677	
317 11250	HOME Developer Projects	228,387	
<b>Total H.O.M.E.</b>			<u>\$ 274,064</u>
<b>Capital Projects</b>			
500 12404	Emergency Power Generators	\$ 75,000	
500 20135	CIP - Building And Improvements	232,625	
500 14997	Municipal Parking Lot Maintenance	20,000	
500 12982	Corp Yard Renovations	80,000	
500 20128	Audio & Video Systems Replacement for CC	50,000	
<b>Total Capital Projects</b>			<u>\$ 457,625</u>

**SCHEDULE OF NEW CAPITAL IMPROVEMENT FUNDING BY FUND (continued)**

<u>Project</u>		<u>Description</u>	<u>Amount</u>	<u>Fund</u>
<u>Fund</u>	<u>Number</u>		<u>Requested</u>	<u>Total</u>
<b>Park Acquisition &amp; Development</b>				
511	20109	Anti-Graffiti Coating for Park Facilitie	\$ 117,000	
511	20110	Ran Sant Blvd Trail - Trail Tread Rep&Re	190,410	
<b>Total Park Acquisition &amp; Development</b>				<u>\$ 307,410</u>
<b>Sewer Construction</b>				
520	15508	Sewer Line Replacement/Maintenance	\$ 3,000	
<b>Total Sewer Construction</b>				<u>\$ 3,000</u>
<b>Reimbursable Capital Projects</b>				
550	13034	Meats/SR 55 Interchange Study	\$ 1,400,000	
550	13120	Pavement Management Program	1,000,000	
550	20154	Jamboree Road Rehabilitation	1,035,045	
550	20112	Installation of CDS Units	100,000	
550	16086	T/S: Glassell/Palm	147,500	
550	20110	Ran Sant Blvd Trail - Trail Tread Rep&Re	105,710	
550	9005	Metrolink Parking Structures (OCTA)	19,050,000	
<b>Total Reimbursable Capital Projects</b>				<u>\$ 22,838,255</u>
<b>Fire Facilities Area Funds</b>				
560	20134	CIP - Renovations	\$ 210,000	
<b>Total Fire Facilities Area Funds</b>				<u>\$ 210,000</u>
<b>Water Capital Projects</b>				
601	18119	Well #27 Construction	\$ 1,000,000	
601	18214	Well Rehabilitation	250,000	
601	18228	Marywood Pump St Replacement Study	250,000	
601	18324	Reservoir 2A Site Remediation	350,000	
601	18912	Water Plant Telemetry	20,000	
601	18102	Meter Replacement Program	50,000	
601	18301	Exterior Cathodic Protection Systems	75,000	
601	18302	Reservoir Recoating	50,000	

**SCHEDULE OF NEW CAPITAL IMPROVEMENT FUNDING BY FUND (continued)**

<u>Project</u> <u>Fund Number</u>	<u>Description</u>	<u>Amount</u> <u>Requested</u>	<u>Fund</u> <u>Total</u>
601 18400	Pipeline Renewal Projects	1,325,000	
601 18105	Water Valve Location Pgm (GPS)	<u>20,000</u>	
<b>Total Water Capital Projects</b>			<u>\$ 3,390,000</u>
<b>Major Building Improvements</b>			
725 19809	City Facility Improvements	\$ 100,000	
725 19826	Police HQ Exterior Wall Sealing	<u>20,000</u>	
<b>Total Major Building Improvements</b>			<u>\$ 120,000</u>
<b>Computer Replacement</b>			
790 19640	Information Technology	\$ 500,000	
790 20128	Audio & Video Systems Replacement for CC	<u>150,000</u>	
<b>Total Computer Replacement</b>			<u>\$ 650,000</u>
<b>Tustin Taxable Projects</b>			
914 19189	Enterprise Car Sales	<u>\$ 35,369</u>	
<b>Total Tustin Taxable Projects</b>			<u>\$ 35,369</u>
<b>ORA Merged Capital Projects</b>			
940 19156	Southern Counties Oil/Greinke	\$ 3,550,000	
940 19191	Simon Mills Promissory Note	<u>816,000</u>	
<b>Total ORA Merged Capital Projects</b>			<u>\$ 4,366,000</u>
<b>Merged 2008 Tax Exempt Bonds</b>			
944 9005	Metrolink Parking Structures (OCTA)	<u>\$ 5,500,000</u>	
<b>Total Merged 2008 Tax Exempt Bonds</b>			<u>\$ 5,500,000</u>
<b>TOTAL NEW CAPITAL PROJECTS</b>			<u><u>\$ 44,249,671</u></u>



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**Carryover**

## SCHEDULE OF OPERATING CARRYOVER APPROPRIATIONS

<u>Fund</u>	<u>Account Number</u>	<u>Proj</u>	<u>Description</u>	<u>Amount Requested</u>	<u>Department Total</u>
<b>Non Departmental</b>					
100	51700	12350	County Animal Control Contract	\$ 150,000	
100	52001		Miscellaneous Expenditures	100,000	
100	52611		Payments to Other Agencies	50,000	
<b>Total Non Departmental</b>					<u>\$ 300,000</u>
<b>City Manager</b>					
100	51660		Publicity and Advertising Services	\$ 20,000	
100	51670		Audit Services	25,000	
913	51672	11298	HIP Loan Processing Fees	15,167	
913	56571	19232	Citrus Grove (1120 North Lemon St.)	120,866	
940	51401		Repairs to Buildings and Fixed Equipment	10,000	
940	51450		Other Maintenance Services	257,791	
940	51450	09005	Metrolink Parking Structures (OCTA)	7,775	
940	51600		Legal Services	22,000	
940	51670		Other Professional and Consulting Services	90,000	
940	51670	09005	Metrolink Parking Structures (OCTA)	10,496	
941	51600		Legal Services	30,000	
941	51670		Other Professional and Consulting Services	50,000	
942	51450	20009	South Orange Street Parking Lot	50,000	
<b>Total City Manager</b>					<u>\$ 709,095</u>
<b>City Attorney</b>					
100	51600		Legal Services	\$ 50,000	
100	51611		Personnel Legal Services	40,000	
<b>Total City Attorney</b>					<u>\$ 90,000</u>
<b>Human Resources</b>					
730	52210		Claims Compensation	\$ 200,000	
740	51600		Legal Services	120,000	
<b>Total Human Resources</b>					<u>\$ 320,000</u>
<b>Information Technology</b>					
780	51670		Other Professional and Consulting Services	\$ 200,000	
<b>Total Information Technology</b>					<u>\$ 200,000</u>
<b>Library</b>					
100	53011	19990	Friends of the Library - Wish List	\$ 168	
100	53301	19322	Library Foundation - Library Materials	16,000	
100	53301	19986	Patron Donations/Materials	1,000	
100	53301	19990	Friends of the Library - Library Materials	1,000	

**SCHEDULE OF OPERATING CARRYOVER APPROPRIATIONS (continued)**

<u>Fund</u>	<u>Account Number</u>	<u>Proj</u>	<u>Description</u>	<u>Amount Requested</u>	<u>Department Total</u>
<b>Library (continued)</b>					
100	51670	19990	Friends of the Library - Local History Digitization	8,000	
100	53340	19990	Friends of the Library - Summer Reading Supplies	500	
100	51670	19322	Library Foundation - Programs	175	
100	51670	19990	Friends of the Library - Programs	958	
100	53340	19990	Friends of the Library - Supplies	241	
100	53910	19990	Friends of the Library - Wish List	51	
<b>Total Library</b>					<b>\$ 28,093</b>
<b>Fire</b>					
100	51670	12528	Shell Oil Settlement	\$ 15,000	
100	51670	20108	Electronic Reporting Grant	20,000	
100	51830	12528	Shell Oil Settlement	9,737	
100	51830	12538	AT&T Settlement	1,500	
100	53940	12538	AT&T Settlement	3,906	
100	55131	12528	Shell Oil Settlement	5,919	
100	51840	12534	Santa Ana College Fire Training 07-08	37,406	
100	51840	20060	2009 UASI TLO Grant	12,217	
100	51840	20061	2009 UASI Training Grant	23,074	
100	51840	20101	2010 UASI TLO Training	17,759	
100	51840	20102	2010 UASI Training	16,240	
100	53060	20080	Santa Ana College Training 10-11	25,164	
100	53060	20133	Santa Ana College Training 11-12	30,832	
120	55131	12516	Portable Radios	9,805	
120	51780		Other Contractual Services - Nurse Educator Svcs	40,407	
<b>Total Fire</b>					<b>\$ 268,966</b>
<b>Police</b>					
100	55131	20094	Prop 69 - DNA Initiative	\$ 13,751	
100	50221	12270	DUI Grant 11-12	54,986	
100	50222	12270	DUI Grant 11-12	11,889	
100	50612	12270	DUI Grant 11-12	74	
100	50614	12270	DUI Grant 11-12	1,134	
100	55131	12270	DUI Grant 11-12	367	
100	51840	20101	2010 UASI TLO Training	25,000	
100	51840	20102	2010 UASI Training	2,391	
100	50221	20155	HIS Task Force	180,000	
353	55131	20098	2011 JAG Grant	1,926	
<b>Total Police</b>					<b>\$ 291,518</b>
<b>Public Works</b>					
100	51401		Repairs to Buildings and Fixed Equipment	\$ 18,196	
100	51402		Repairs to Machines and Equipment	1,958	

**SCHEDULE OF OPERATING CARRYOVER APPROPRIATIONS (continued)**

<u>Fund</u>	<u>Account Number</u>	<u>Proj</u>	<u>Description</u>	<u>Amount Requested</u>	<u>Department Total</u>
<b>Public Works (continued)</b>					
100	51670		Pending Public Works Conference Payment	1,000	
100	51670		Yorba Park Methane	37,333	
100	53001	15009	Used Oil Block Grant 08-09	654	
220	53001	20019	Used Oil Block Grant 1011	1,131	
220	55131	20019	Used Oil Block Grant 10-11	17,194	
220	51700	20087	Oil Payment Program 11-12	12,000	
220	55131	20087	Oil Payment Program 11-12	15,369	
220	53001	20087	Oil Payment Program 11-12	15,000	
220	55131	14916	Beverage Container Grant 08-09	32	
220	53910	20084	Beverage Container Grant 10-11	20,000	
220	55131	20084	Beverage Container Grant 10-11	17,504	
220	53910	20085	Beverage Container Grant 11-12	30,000	
220	55131	20085	Beverage Container Grant 11-12	6,946	
245	55510		Other Capital Outlay	23,169	
273	51670		Other Professional and Consulting Services	6,000	
273	51700		Contractual Services (Labor & Maint)	38,856	
600	51232		Electricity for Water Pumps	200,000	
720	55212		Motor Vehicle Replacements	1,791,223	
<b>Total Public Works</b>					<u>\$2,253,565</u>
<b>Community Development</b>					
100	51670		Other Professional and Consulting Services	\$ 19,400	
315	51672		CDBG Loan Processing Fees	11,785	
317	50xxx		HOME Salaries and Benefits	71,551	
317	51670	11110	HOME Other Professional and Consulting Services	3,550	
317	51771	11110	HOME Block Grant General Administration	374,664	
317	51811	11110	HOME Transportation - Mileage Reimbursement	150	
317	53011	11110	HOME General Office Supplies	1,995	
318	51770	11357	Friendly Center, Inc.	38,281	
<b>Total Community Development</b>					<u>\$ 521,376</u>
<b>Community Services</b>					
100	51780		Other Contractual Services - July 3rd Fireworks	\$ 15,500	
<b>Total Community Services</b>					<u>\$ 15,500</u>
<b>TOTAL OPERATING CARRYOVERS</b>					<u><u>\$4,998,113</u></u>



### CONTINUING CAPITAL IMPROVEMENT APPROPRIATIONS BY FUND

<u>Fund</u>	<u>Project Number</u>	<u>Description</u>	<u>Balance at 6/30/12</u>	<u>Fund Total</u>
<b>Proposition 172</b>				
120	12506	Body Armor	\$ 10,000	
120	12513	Fire Dept Phone System Replacement	2,628	
120	12540	Thermal Image Cameras	25,548	
<b>Total Proposition 172</b>				<u>\$ 38,176</u>
<b>Sanitation and Sewer</b>				
220	12982	Corp Yard Renovations	\$ 149,094	
220	14899	Arterial Street Tree Replacement	86,607	
220	14997	Municipal Parking Lot Maintenance	22,000	
220	15113	Catch Basin Screening	116,000	
220	15508	Sewer Line Maintenance/Replacement	420,678	
220	15509	Sewer Cleaning/Video	516,906	
<b>Total Sanitation and Sewer</b>				<u>\$ 1,311,285</u>
<b>Traffic Improvement - Measure M</b>				
262	13115	Pavement Management Program Survey	\$ 11,330	
262	13120	Pavement Management Program	1,340,051	
262	14906	Installation of Raised Pavement	15,000	
262	16049	Wireless Signal Interconnect - Northwest City	14,868	
262	16085	Tustin @ Palm - Left Turn Signalization	18,300	
262	16104	Santiago Cyn Rd - Hwy Safety	3,079	
262	16302	Various Minor Traffic Control Devices	1,021	
262	16304	Biennial Traffic Signal Coordination	43,161	
262	16305	Traffic Signal Controller Changeout	4,486	
262	16469	Traffic Signal Equipment Painting	144,472	
262	20111	Tustin Street Traffic Signal Synchronization	47,610	
<b>Total Traffic Improvement - Measure M</b>				<u>\$ 1,643,378</u>

**CONTINUING CAPITAL IMPROVEMENT APPROPRIATIONS BY FUND (continued)**

<u>Fund</u>	<u>Project Number</u>	<u>Description</u>	<u>Balance at 6/30/12</u>	<u>Fund Total</u>
<b>Gas Tax Construction</b>				
271	12982	Corp Yard Renovations	\$ 71,425	
271	14703	Arterial Curb, Gutter & Sidewalk Replacement	69,651	
271	14997	Municipal Parking Lot Maintenance	22,000	
<b>Total Gas Tax Construction</b>				<u>\$ 163,076</u>
<b>Gas Tax 2105</b>				
272	11328	ADA Improvements - Curbs	\$ 93,975	
272	13034	Meats/SR 55 Interchange Study	11,663	
272	13096	Fletcher Rd - Sidewalk, Curb, Gutter	29,920	
272	13120	Pavement Management Program	227,366	
272	13240	Walnut Ave Widening/Extension Study	150,000	
272	13242	Walnut Ave Widening Study: Batavia-Main	100,000	
272	16063	Old Towne St Light Enhancements	1,607	
272	16304	Biennial Traffic Signal Coordination	6,034	
272	16305	Traffic Signal Controller Changeout	12,767	
272	20039	Main St. Grade Separation	59,560	
272	20064	Three St. Radar Feedback Speed Signs	16,662	
272	20065	Four St. Radar Feedback Speed Signs	19,416	
272	20072	Lincoln Avenue HSIP Imprvment	67,792	
272	30009	Pedestrian Countdown Signals	37,216	
<b>Total Gas Tax 2105</b>				<u>\$ 833,978</u>
<b>TSIP Area "B" - West Orange</b>				
284	13034	Meats/SR 55 Interchange Study	\$ 250,000	
284	16015	Laveta/Parker Left Turn Signal	7,335	
284	16077	Batavia @ Taft - Left Turn Signalization	18,118	
284	16086	Glassell/Palm Traffic Signal	115,517	
284	16469	Traffic Signal Equipment Painting	59,968	
284	20074	Tustin St. Widening at W. 22 Fwy On Ramp	220,000	
<b>Total TSIP B - West Orange</b>				<u>\$ 670,937</u>
<b>TSIP Area "C" - East Orange</b>				
285	13034	Meats/SR 55 Interchange Study	\$ 250,000	
285	20073	Katella/Wanda 2nd Left Turn Addition	463,159	
<b>Total TSIP Area "C" - East Orange</b>				<u>\$ 713,159</u>

**CONTINUING CAPITAL IMPROVEMENT APPROPRIATIONS BY FUND (continued)**

<u>Fund</u>	<u>Project Number</u>	<u>Description</u>	<u>Balance at 6/30/12</u>	<u>Fund Total</u>
<b>Transportation System Improvement Authority</b>				
286	13032	Main St Widening - Culver to 260' No. of Palmyra	\$ 70,134	
286	13426	Main St - Culver/300 Ft. South of Chapman	60,652	
<b>Total Transportation System Improvement Authority</b>				<b>\$ 130,786</b>
<b>Community Development Block Grant</b>				
310	11328	ADA Improvements - Curbs	\$ 169,424	
310	13078	Hamlin St. Rehab: Chapman to Washington	11,302	
310	20044	Alanda Rehab: Norwood To East End	1,201	
310	20045	Burly Rehab: Norwood To East End	3,520	
310	20046	Lemon Localized Recon: Palm To Maple	41,754	
310	20047	Lemon Rehab: Palmyra To Laveta	4,449	
310	20048	Norwood Rehab: Burly To Palmyra	3,620	
310	20049	Olive Localized Recon: Palm To Maple	57,422	
310	20050	Thomas St Rehab: Palmyra To Century	7,119	
310	20051	Century Dr Rehab: James To Thomas St	1,367	
310	20068	Tularosa Ave Neighborhood Alley Recon/Ov	288,192	
310	20069	Highland St Neighborhood Alley Recon.	209,094	
310	20070	Compton Ave. Neighborhood St. Overlay	206,390	
310	20071	Hewes St. Alley Reconstruction	17,754	
<b>Total Community Development Block Grant</b>				<b>\$ 1,022,607</b>
<b>CDBG - Recovery &amp; Reinvestment</b>				
311	13084	Philo West Rehab: Marmon - Hewes	\$ 10,916	
<b>Total CDBG - Recovery &amp; Reinvestment</b>				<b>\$ 10,916</b>
<b>CDBG - Housing Rehab/Loan</b>				
315	11298	Home Improvement Loan Program	\$ 2,558	
<b>Total CDBG - Housing Rehab/Loan</b>				<b>\$ 2,558</b>
<b>H.O.M.E.</b>				
317	11210	H.O.M.E. CHDO Allocation	\$ 86,154	
317	11250	H.O.M.E. Developer Projects	587,617	
<b>Total H.O.M.E.</b>				<b>\$ 673,771</b>

**CONTINUING CAPITAL IMPROVEMENT APPROPRIATIONS BY FUND (continued)**

<u>Fund</u>	<u>Project Number</u>	<u>Description</u>	<u>Balance at 6/30/12</u>	<u>Fund Total</u>
<b>Traffic Congestion Relief</b>				
340	13117	Prop 42 - County Aid Pgm St Maintenance	\$ 1,468,211	
340	13120	Pavement Management Program	14,349	
<b>Total Traffic Congestion Relief</b>				<u>\$ 1,482,560</u>
<b>Federal Asset Seizure</b>				
355	12220	Police Vehicle In-car Camera System	\$ 361,169	
<b>Total Federal Asset Seizure</b>				<u>\$ 361,169</u>
<b>Capital Projects</b>				
500	12405	West Net Boxes & Zoning Timers	\$ 4,060	
500	12612	Replacement Air Conditioners @ Fire Stations	6,295	
500	19839	Station 4 Renovation	1,080	
500	11606	Gymnasium/Sports Center	843,482	
500	16100	Santiago Creek Biketrail	1,427	
<b>Total Capital Projects</b>				<u>\$ 856,344</u>
<b>Park Acquisition &amp; Development (Quimby)</b>				
511	10025	Hart Park Pool/Deck Renovation	\$ 55,985	
511	10151	Grijalva Extension (Railroad Property)	15,758	
511	10607	El Camino Park Renovation	875,283	
511	11606	Gymnasium/Sports Center	4,129	
511	16100	Santiago Creek Biketrail	8,155	
511	20062	Master Key and Timed Entry System for Parks	79,757	
511	20138	Hart Park Community Bldg Roof Replacement	1,480	
<b>Total Park Acquisition &amp; Development (Quimby)</b>				<u>\$ 1,040,547</u>
<b>Sewer Construction</b>				
520	15508	Sewer Lline Maintenance/Replacement	\$ 87,112	
<b>Total Sewer Construction</b>				<u>\$ 87,112</u>
<b>Drainage Districts</b>				
530	13120	Pavement Management Program	\$ 32,970	
<b>Total Drainage Districts</b>				<u>\$ 32,970</u>

**CONTINUING CAPITAL IMPROVEMENT APPROPRIATIONS BY FUND (continued)**

<u>Fund</u>	<u>Project Number</u>	<u>Description</u>	<u>Balance at 6/30/12</u>	<u>Fund Total</u>
<b>Old Towne Parking Facility</b>				
540	19607	Public Parking Lot Maintenance	\$ 80,000	
<b>Total Old Towne Parking Facility</b>				\$ 80,000
<b>Reimbursable Capital Projects</b>				
550	12406	Signal Pre-emption Installation	\$ 1,677	
550	13032	Main St Widening: Culver To 260' North of Palmyra	4,368	
550	13034	Meats/SR 55 Interchange Study	1,369,109	
550	13077	Federal Recovery - Chapman	145,751	
550	13096	Fletcher Rd - Sidewalk, Curb, Gutter	110,216	
550	13127	SR/22 City Dr. Interchange Improvements	1,705,960	
550	13228	Chapman/Tustin Critical Intersection	558,984	
550	13426	Main St - Culver/300 Ft South of Chapman	88,261	
550	15113	Catch Basin Screening	45,370	
550	16031	E Chapman Traffic Signal Coordination	22,682	
550	16049	Wireless Signal Interconnect - Northwest City	6,665	
550	16085	Tustin @ Palm-Left Turn Signalization	167,600	
550	16086	Glassell/Palm Traffic Signal	40,000	
550	16100	Santiago Creek Biketrail	3,814	
550	20011	Building Retrofits	6,671	
550	20013	Fire Station Solar Project	5,659	
550	20064	Three St. Radar Feedback Speed Signs	176,900	
550	20065	Four St. Radar Feedback Speed Signs	196,500	
550	20072	Lincoln Ave HSIP Improvement	645,360	
550	20073	Katella/Wanda 2nd Left Turn Addition	35,088	
550	20095	CA11-1 Winter Storms - Rock Slide	9,928	
550	30009	Pedestrian Countdown Signals	144,811	
<b>Total Reimbursable Capital Projects</b>				\$ 5,491,373
<b>Fire Facilities Fees</b>				
560	12977	Fire Headquarters Replacement	\$ 683,230	
560	19839	Station 4 Renovation	50,240	
<b>Total Fire Facilities Fees</b>				\$ 733,470

**CONTINUING CAPITAL IMPROVEMENT APPROPRIATIONS BY FUND (continued)**

<u>Fund</u>	<u>Project Number</u>	<u>Description</u>	<u>Balance at 6/30/12</u>	<u>Fund Total</u>
<b>Library Impact Fees</b>				
573	12977	Fire Headquarters Replacement	\$ 44,019	
<b>Total Library Impact Fees</b>				\$ 44,019
<b>Serrano Heights CFD 91-2</b>				
594	12977	Fire Headquarters Replacement	\$ 38,480	
<b>Total Serrano Heights CFD 91-2</b>				\$ 38,480
<b>Del Rio CFD 06-01</b>				
597	20093	Del Rio CFD 06-1 Construction	\$ 82,511	
<b>Total Del Rio CFD 06-01</b>				\$ 82,511
<b>Water Capital Projects</b>				
601	18101	Water Utility Security Improvements	\$ 182,611	
601	18104	UCI Master Meter Pgm	10,874	
601	18105	Water Valve Location Program (GPS)	54,839	
601	18119	Well #27 Construction	654,505	
601	18225	Lower Serrano Pump Station	29,772	
601	18228	Marywood Pump St Replacement Study	748,505	
601	18301	Exterior Cathodic Protection Systems	99,270	
601	18302	Reservoir Recoating	1,072	
601	18324	Reservoir 2A Site Remediation	90,513	
601	18400	Pipeline Renewal Projects	1,629,548	
601	18912	Water Plant Telemetry	3,854	
601	18924	Emergency Generator: Wanda/Collins	10,000	
601	18925	Emergency Generator	34,226	
601	18934	Wtr Field Supervisor's office	90,625	
601	18935	Water Plant Warehouse Replacement	372,945	
601	20015	EECBG - Energy Office Part-Time Intern	18,000	
<b>Total Water Capital Projects</b>				\$ 4,031,158

**CONTINUING CAPITAL IMPROVEMENT APPROPRIATIONS BY FUND (continued)**

<u>Fund</u>	<u>Project Number</u>	<u>Description</u>	<u>Balance at 6/30/12</u>	<u>Fund Total</u>
<b>Equipment Replacement</b>				
720	19855	Fueling Stations Renovations	\$ 92,822	
<b>Total Equipment Replacement</b>				\$ 92,822
<b>Major Building Improvements</b>				
725	12103	Police Facility Interior Painting	\$ 26,446	
725	19809	City Facility Improvements	122,431	
725	19823	Police HQ HVAC System Renewal	2,538	
725	19826	Police HQ Exterior Wall Sealing	20,000	
<b>Total Major Building Improvements</b>				\$ 171,415
<b>Computer Replacement</b>				
790	19640	Information Technology Upgrades	\$ 520,975	
790	19642	FMIS System Replacement	763,149	
<b>Total Computer Replacement</b>				\$ 1,284,124
<b>Housing Loan Programs</b>				
913	11298	Home Improvement Program Loans	\$ 360,070	
913	19232	Citrus Grove (1120 N Lemon St.)	120,866	
<b>Total Housing Loan Programs</b>				\$ 480,936
<b>Project Area Taxable Projects Funds</b>				
914	19189	Enterprise Car Sales	\$ 32,405	
<b>Total Project Area Taxable Projects Funds</b>				\$ 32,405
<b>ORA Merged Capital Projects</b>				
940	9005	Metrolink Parking Structures (OCTA)	\$ 7,880	
940	19156	Southern Counties Oil/Greinke	1,840,179	
940	19191	Simon Mills Promissory Note	629,401	
940	19215	Simon Mills Parking Lot Lease	448,239	
940	19222	Royer Building, 307 E. Chapman	141,764	
940	19224	South Grand St Apts	51,159	
940	19228	Lemon St. Parking Lot	4,779	
940	19874	Orange Small Business Assistance Progrms	37,379	
940	20032	North Orange St. Parking Lot	11,086	

**CONTINUING CAPITAL IMPROVEMENT APPROPRIATIONS BY FUND (continued)**

<u>Fund</u>	<u>Project Number</u>	<u>Description</u>	<u>Balance at 6/30/12</u>	<u>Fund Total</u>
940	20033	North Olive St. Parking Lot	11,907	
940	20034	West Chapman Ave. Parking Lot	4,519	
940	20052	174 S Orange Remodel	100,000	
940	30011	Agency-Owned Parking Lot Maintenance	150,000	
<b>Total ORA Merged Capital Projects</b>				<b>\$ 3,438,293</b>
<b>NW &amp; SW Merged 2003 Tax Exempt Bonds</b>				
943	19801	General Plan Update	\$ 2,290	
<b>Total Northwest &amp; SW Merged 2003 Tax Exempt Bonds</b>				<b>\$ 2,290</b>
<b>NW &amp; SW Merged 2008 Tax Exempt Bonds</b>				
944	9005	Metrolink Parking Structures (OCTA)	\$ 2,640	
944	13030	Tustin/Meats Intersection Widening	649,688	
944	13228	Chapman/Tustin Critical Intersection	6,053	
944	13426	Main St: Culver/300 Ft South of Chapman	45,207	
944	16065	Quiet Zone/Railroad Crossing Safety	160,047	
944	16066	Old Towne St Lights - Almond/Lemon	8,629	
944	20030	Orange City Mills/4th Leg Improvements	78,668	
<b>Total Northwest &amp; SW Merged 2003 Taxable Bonds</b>				<b>\$ 950,932</b>
<b>TOTAL CAPITAL PROJECTS</b>				<b>\$ 28,029,555</b>





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# **Debt Service**

## CITY DEBT ISSUES AND INTERFUND LOANS

<u>Type of Obligation</u>	<u>Date of Issue</u>	<u>Date of Maturity</u>	<u>Interest Rates</u>	<u>Authorized and Issued</u>	<u>Outstanding at June 30, 2012</u>	<u>2012-2013 Prin. &amp; Int. Requirement</u>
<b>DEBT ISSUES:</b>						
1998 Police Facility Refunding Certificates of Participation	5/1/1998	8/1/2014	4.0-5.0%	12,215,000	2,865,000	1,029,590
Water Facilities Certificates of Participation, Allen-McColloch Pipeline Project (City share)	8/1/1989	7/1/2016	6.1-7.1%	1,645,000	161,000	47,431
<b><u>Sub-Total - Debt Issues</u></b>				<b><u>13,860,000</u></b>	<b><u>3,026,000</u></b>	<b><u>1,077,021</u></b>
<b>LOANS:</b>						
Loan for construction of Grijalva Gym from Redevelopment Funds to the General Fund**		4/30/2013	Variable	4,250,000	3,008,599	-
Loan for purchase of Fire Vehicles from the Fire Facility Fund to the Equipment Replacement Fund	2/1/2009	2/1/2014	Variable	2,167,131	866,853	17,337
<b><u>TOTAL CITY DEBT ISSUES</u></b>				<b><u>20,277,131</u></b>	<b><u>6,901,452</u></b>	<b><u>1,094,358</u></b>

## REDEVELOPMENT AGENCY DEBT ISSUES AND INTERFUND LOANS

<u>Type of Obligation</u>	<u>Date of Issue</u>	<u>Date of Maturity</u>	<u>Interest Rates</u>	<u>Authorized and Issued</u>	<u>Outstanding at June 30, 2012</u>	<u>2012-2013 Prin. &amp; Int. Requirement</u>
<b>DEBT ISSUES:</b>						
1997A Tustin Street Tax Allocation Refunding Bonds	6/1/1997	9/1/2016	3.9-5.5%	3,280,000	1,200,000	275,088
2008B Tustin Street Taxable Tax Allocation Refunding Bonds	5/1/2008	9/1/2027	5.0-6.2%	6,180,000	5,770,000	424,200
2003A Merged & Amended Tax Allocation Refunding Bonds	9/1/2003	9/1/2023	2.0-4.8%	45,915,000	38,935,000	3,861,407
2003B Merged & Amended Taxable Tax Allocation Refunding Bonds	9/1/2003	9/1/2023	1.3-5.0%	11,170,000	810,000	425,329
2008A Merged & Amended Tax Allocation Bonds	5/1/2008	9/1/2037	4.0-4.75%	33,450,000	30,535,000	2,047,463
<b><u>Sub-Total Debt Issues</u></b>				<b><u>99,995,000</u></b>	<b><u>77,250,000</u></b>	<b><u>7,033,487</u></b>
<b>LEASE REIMBURSEMENT</b>						
Police Facility Lease Reimbursement Agreement *	8/1/1989	8/1/2014	-	12,215,000	2,865,000	999,590
<b><u>TOTAL REDEVELOPMENT DEBT</u></b>				<b><u>112,210,000</u></b>	<b><u>80,115,000</u></b>	<b><u>8,033,077</u></b>

\* Reimbursement to the City for a portion of the 1998 Police Facility C.O.P. debt service payment over and above Police Facility Fees received during the year.

# **Staffing**

## ELIMINATED POSITIONS

As part of the FY 13 budget process, an analysis was conducted of the frozen and vacant positions to determine whether any of the positions needed to be filled, realigned or permanently eliminated. The result of this effort is the elimination of 36 (29.525 FTE) positions as part of the adoption of the FY 13 budget.

<u>Department</u>	<u>Class Description</u>	<u>Full-time Equivalent</u>	<u>General Funding</u>	<u>Restricted Funding</u>
City Manager's Office	Administrative Specialist	0.875	X	
City Manager's Office	Intergov/Comm Affairs Manager	1.000	X	
City Clerk's Office	Senior Office Assistant	1.000	X	
Finance	Finance Clerk (3 positions - 2 FT)	2.475	X	X
Finance	Office Assistant	0.500	X	
Human Resources	Human Resources Technician	1.000	X	
Library Services	Library Clerk	1.000	X	
Library Services	Library Manager	1.000	X	
Library Services	Library Page (6 positions)	2.950	X	
Library Services	Library Technology Assistant	1.000	X	
Library Services	Senior Library Clerk (2 positions)	2.000	X	
Police	Crisis Intervention Counselor	1.000	X	
Police	Senior Finance Clerk	1.000	X	
Public Works	PW Maintenance Worker II	1.000	X	
Public Works	Skilled Maintenance Worker	1.000	X	
Public Works	Water Maintenance Worker	1.000		X
Comm. Development	Combo Building Inspector	0.475	X	
Comm. Services	Parks Maintenance Worker I (2 positions)	1.750	X	
Comm. Services	Parks Maintenance Worker II	1.000	X	
Comm. Services	Recreation Services Leader III (3 positions)	1.500	X	
Economic Development	Administrative Specialist	1.000		X
Economic Development	Executive Assistant	1.000		X
Economic Development	Housing Manager	1.000		X
Economic Development	Project Development Coordinator	1.000		X
Economic Development	Senior Project Manager	1.000		X
<b>TOTAL FULL TIME EQUIVALENTS</b>		<b>29.525</b>		

## FROZEN POSITIONS

During FY 07-08, the City began selectively identifying positions that could be frozen in order to reduce salary expenditures. This was expanded, as a result of the deteriorating economy to a full hiring freeze that was instituted in FY 09-10.

<u>Department</u>	<u>Class Description</u>	<u>Full-time Equivalent</u>	<u>General Funding</u>	<u>Restricted Funding</u>
City Attorney	Assistant City Attorney II	1.000		X
Finance	Senior Finance Clerk	1.000	X	
Finance	Senior Finance Clerk	1.000		X
Finance	Assistant Finance Director	1.000	X	X
Library Services	Assistant Library Svcs. Director	1.000	X	
Library Services	Library Assistant	0.475	X	
Library Services	Library Technology Assistant	1.000	X	
Fire	Fire Captain	2.000	X	
Fire	(6) Firefighter	6.000	X	
Fire	Senior Fire Inspection Specialist	1.000	X	
Police	Academy Trainee	2.000	X	
Police	(5) Police Reserve Officer II	0.865	X	
Police	(6) Police Reserve Officer III	1.038	X	
Police	(8) Police Reserve Officer I	1.384	X	
Police	(8) Police Cadet II	3.800	X	
Police	Civilian Investigative Officer	1.000	X	
Police	Police Captain	1.000	X	
Police	Police Communications Manager	1.000	X	
Police	Police Dispatch Shift Supervisor	1.000	X	
Police	Police Lieutenant	1.000	X	
Police	Police Records Clerk	2.000	X	
Police	Police Records Shift Supervisor	2.000	X	
Police	Police Sergeant	2.000	X	
Police	Police Services Officer	1.000	X	
Public Works	Associate Engineer	1.000	X	
Public Works	Environmental Compliance Specialist	1.000		X
Public Works	PW Maintenance Leadworker	2.000		X
Public Works	PW Maintenance Worker II	1.000	X	
Public Works	PW Maintenance Worker II	1.000		X
Public Works	Street Sweeper Operator	1.000		X
Comm. Development	Assistant Planner	1.000	X	X
Comm. Development	Assistant Planner	1.000	X	
Comm. Development	Associate Planner	1.000	X	

**FROZEN POSITIONS (continued)**

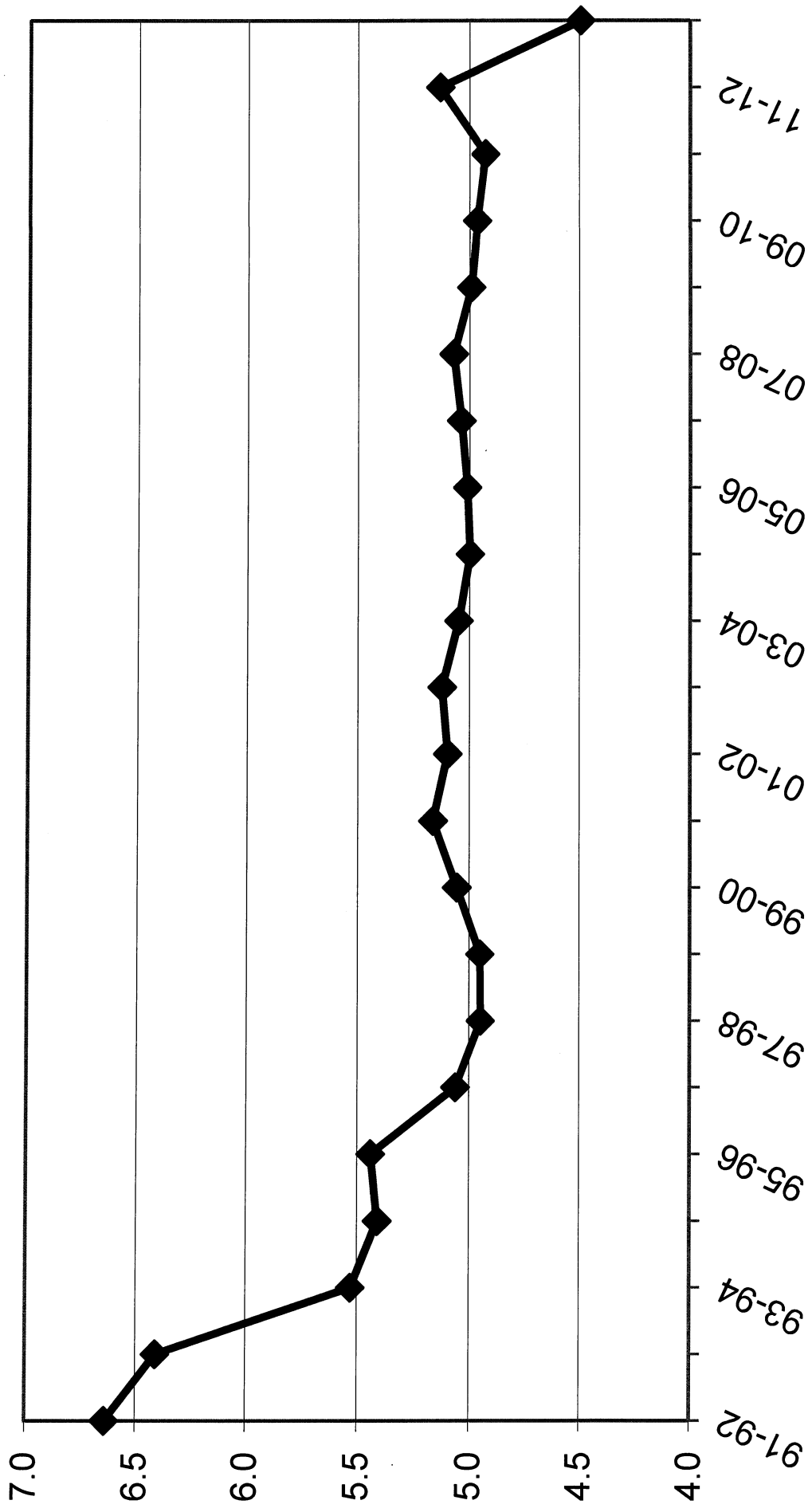
<u>Department</u>	<u>Class Description</u>	<u>Full-time Equivalent</u>	<u>General Funding</u>	<u>Restricted Funding</u>
<b>Community Development (continued)</b>				
Comm. Development	Code Compliance Officer	1.000	X	X
Comm. Development	Permit Technician	1.000	X	X
Comm. Development	Principal Planner	1.000	X	
Comm. Services	Senior Administrative Analyst	1.000	X	
Comm. Services	Skilled Maintenance Worker - Parks	2.000	X	
<b>TOTAL FULL TIME EQUIVALENTS</b>		<b><u>52.562</u></b>		



## RECOMMENDED STAFFING CHANGES

POSITION	DEPARTMENT	FUND	COMMENTS
<b><u>Funding Reallocations</u></b>			
Reallocate City Attorney	Attorney	100	To 80% General Fund, down from 85% and to 5% OSA.
Reallocate Deputy City Clerk	City Clerk	100	To 95% General Fund, up from 90%. As part of RDA transition.
Reallocate Investment/Revenue Officer	Treasurer	100	To 45% General Fund, up from 30%. As part of RDA transition.
Reallocate Senior Human Resources Analyst	Human Resources	100	To 82% General Fund, up from 77%. As part of RDA transition.
Reallocate Deputy Public Works Director/City Engineer	Public Works	100	To 85% General Fund, up from 80%. As part of RDA transition.
Reallocate Public Works Director	Public Works	100	To 39% General Fund, down from 50%; to 28% Sanitation and Water, up from 25%; and to 33% Water, up from 25%. As part of RDA transition.
Reallocate Manager Transportation Services/City Traffic Engineer	Public Works	100	To 48% General Fund, down from 53%. As part of RDA transition
Reallocate Engineering Technician I	Public Works	100	To 79% General Fund, up from 74%; and to 11% in Sanitation/Water and Water respectively, down from 13%. As part of RDA transition.
Reallocate GIS Analyst	Public Works	100	To 79% General Fund, up from 70%; and to 11% in Sanitation/Water and Water respectively, down from 15%. As part of RDA transition.
Reallocate Principal Planner	Community Development	100	To 95% General Fund, up from 87%. As part of RDA transition.
<b><u>Position Realignments</u></b>			
Senior Housing Manager	Economic Development	310,317	Positon moved to Community Development as part of elimination of Economic Development and RDA transition
(2) Economic Development Project Manager	Economic Development	940,941	Positons moved to City Manager as part of elimination of Economic Development and RDA transition
Public Affairs & Information Manager	Economic Development	100,940	To 95% General Fund, up from 80%. Position moved to Community Services as part of elimination of Economic Development and RDA transition.
Economic Development Director	Economic Development	940,941	Positon moved to City Manager as part of elimination of Economic Development and RDA transition
Administrative Specialist	Economic Development	940,941, 310,317	Position moved to Human Resources (vacant position) as part of elimination of Economic Development and RDA transition.
Administrative Specialist	Economic Development	940,941	Positon moved to City Manager as part of elimination of Economic Development and RDA transition

HISTORY OF FULL TIME EMPLOYEES PER ONE-THOUSAND POPULATION



## CITY-WIDE SUMMARY SCHEDULE OF POSITIONS

### BY DEPARTMENT

	APPROVED 2010-11	APPROVED 2011-12	BUDGET 2012-13
<b>Departments:</b>			
* City Council	5.000	5.000	5.000
City Manager	7.510	7.500	9.625
City Attorney	7.000	7.000	7.000
* City Clerk	7.000	7.000	6.000
* Treasurer	2.000	3.000	3.000
Finance	39.070	36.575	33.600
Human Resources	12.000	12.000	11.000
Library	48.020	47.900	40.025
Fire	136.750	136.750	136.750
Police	277.200	277.162	274.155
Public Works	142.000	142.000	139.000
Community Development	35.460	35.450	36.225
Community Services	66.750	66.200	64.825
Economic Development	11.000	11.000	0.000
<b>Total - Approved</b>	<b>736.030</b>	<b>717.823</b>	<b>713.643</b>
<b>Total - Frozen</b>	<b>60.730</b>	<b>76.714</b>	<b>52.562</b>
<b>Total - Funded</b>	<b>796.760</b>	<b>794.537</b>	<b>766.205 **</b>

\* Includes 7 elected officials: 1 Mayor, 4 Councilmembers, 1 Clerk and 1 Treasurer

\*\*Of the 766.205 full-time equivalent (FTE) positions, 52.562 FTE positions are being held vacant and have not been budgeted in the 2012-13 fiscal year. This number also includes the 29.525 positions that were eliminated and the 1.193 that were added as part of the budget adoption.

# ***Resolutions***

## RESOLUTION NO. 10658

### A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ORANGE ADOPTING SAID CITY'S BUDGET FOR THE FISCAL YEAR 2012-2013 AND RELATING TO TRANSFERS OF FUNDS BETWEEN AND WITHIN APPROPRIATIONS, TRANSFERS BETWEEN FUNDS, AND ADDITIONAL APPROPRIATIONS.

BE IT RESOLVED by the City Council of the City of Orange, California, as follows:

#### **SECTION I. Adoption of Budget**

The City of Orange budget for the Fiscal Year 2012-13, as amended by the City Council and on file in the office of the City Clerk, is hereby adopted as the budget for the City of Orange for the Fiscal Year 2012-13. Appropriations for the City Operating Budget are set forth in the Schedule of Operating Expenditures by Fund and the Schedule of Carryover Appropriations. Appropriations for the Capital Improvement Program, Debt Service, and Pass Through Agreements are listed in the Schedule of New Capital Improvement Projects, the Schedule of Debt Service Payments, and the Schedule of Pass Through Agreements. Appropriations existing as of June 30, 2012 for CIP projects will be carried over to the 2012-13 fiscal year with the exception of those projects which are completed, as determined by the City Manager, before the end of the 2011-12 fiscal year.

#### **SECTION II. Transfer of Funds Within and Between Appropriations**

A. Transfer of Funds within an operating appropriation – Department Heads may transfer funds between non-salary object group classifications or programs within their operating departmental appropriation with the approval of the Finance Director. The City Manager's approval is required to transfer funds to or from salary accounts within a departmental appropriation.

B. All other transfers between appropriations, including departmental budgets, capital projects, debt service or pass throughs, must be approved by the affirming vote of three members of the City Council

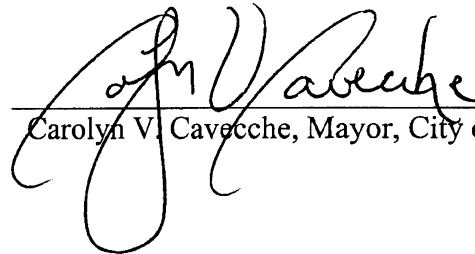
#### **SECTION III. Transfers of Funds Between Funds**

Transfer of funds between funds, as outlined in the Schedule of Transfers in the Budget document, shall be made as expenditures or revenues warrant such transfers. Other transfers may be made by the City Council by the affirmative vote of three members.

**SECTION IV. Additional Appropriations**

Excepting donations of \$5,000 or less per donor within a fiscal year, only the City Council, by the affirmative vote of three members, may amend the budget to add, change, or delete appropriations. Donations less than \$5,000 per donor within a fiscal year shall be appropriated by the City manager in accordance with the wishes of the donor.

**ADOPTED** this 26<sup>th</sup> day of June, 2012.

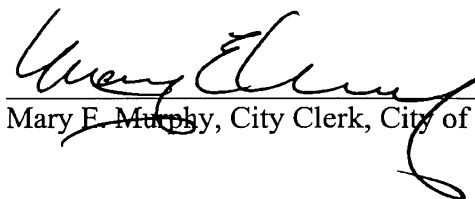
  
\_\_\_\_\_  
Carolyn V. Cavecche, Mayor, City of Orange

**ATTEST:**

  
\_\_\_\_\_  
Mary E. Murphy, City Clerk, City of Orange

I, MARY E. MURPHY, City Clerk of the City of Orange, California, do hereby certify that the foregoing Resolution was duly and regularly adopted by the City Council of the City of Orange at a regular meeting thereof held on the 26<sup>th</sup> day of June, 2012, by the following vote:

AYES: COUNCILMEMBERS: Whitaker, Smith, Cavecche, Bilodeau, Dumitru  
NOES: COUNCILMEMBERS: None  
ABSENT: COUNCILMEMBERS: None  
ABSTAIN: COUNCILMEMBERS: None

  
\_\_\_\_\_  
Mary E. Murphy, City Clerk, City of Orange

**RESOLUTION NO. 10659**

**A RESOLUTION OF THE CITY COUNCIL OF THE  
CITY OF ORANGE ADOPTING THE  
APPROPRIATIONS LIMIT FOR THE FISCAL  
YEAR 2012-13.**

**WHEREAS**, the voters of California on November 6, 1979, added Article XIII B to the State Constitution placing various limitations on the appropriations of the state and local governments; and

**WHEREAS**, Article XIII B was amended by Proposition 111 and SB88 to provide for the calculation of the appropriations limit for Fiscal Years beginning with 1990-91 using, at the City's election, the City's own population growth or the population growth of the County, and the growth in California per capita income or the growth in non-residential assessed valuation due to new construction.

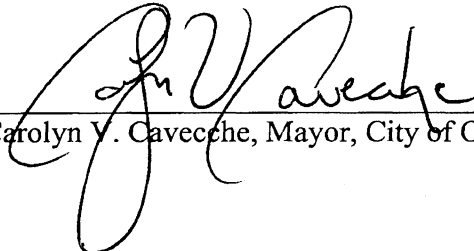
**WHEREAS**, data necessary to calculate the growth in the non-residential assessed value was not available from the County Assessor and the City may need to adjust the limit on appropriations once the data is available.

**WHEREAS**, the information and the elections made as set forth above are necessary for making these adjustments and are attached as **Exhibit "A"**; and


**WHEREAS**, the City of Orange, to the best of its knowledge, has complied with all the provisions of Article XIII B in determining the appropriation limit for Fiscal Year 2012-13.

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of Orange that the **Appropriations Limit in Fiscal Year 2012-13** shall be **\$140,101,040** and the City's appropriations subject to limitation are **\$76,460,443**.

**ADOPTED** this 26<sup>th</sup> day of June, 2012.


  
\_\_\_\_\_  
Carolyn V. Cavecche, Mayor, City of Orange

**ATTEST:**

  
\_\_\_\_\_  
Mary E. Murphy, City Clerk, City of Orange

I, MARY E. MURPHY, City Clerk of the City of Orange, California, do hereby certify that the foregoing Resolution was duly and regularly adopted by the City Council of Orange at a regular meeting thereof held on the 26<sup>th</sup> day of June, 2012.

AYES: COUNCIL MEMBERS: Whitaker, Smith, Cavecche, Bilodeau, Dumitru  
NOES: COUNCIL MEMBERS: None  
ABSENT: COUNCIL MEMBERS: None  
ABSTAIN: COUNCIL MEMBERS: None

  
\_\_\_\_\_  
Mary E. Murphy, City Clerk, City of Orange



**EXHIBIT "A"**

**2012-13 APPROPRIATIONS LIMIT UNDER ARTICLE XIII B**

2012-13 APPROPRIATION LIMIT IS CALCULATED AS FOLLOWS:

	07-08	08-09	09-10	10-11*	11-12	12-13
POPULATION GROWTH	1.0044	1.0205	1.0097	1.0088	1.0054	1.0089
CHANGE IN PER CAPITA INCOME	1.0442	1.0429	1.0062	.9746	1.0251	1.0377
TOTAL ADJUSTMENT	1.0488	1.0643	1.0160	.9832	1.0306	1.0469
LAST YEAR'S LIMIT	115,973,537	121,843,236	129,940,236	132,064,115	129,842,331	133,820,121
CURRENT YEAR'S LIMIT	121,632,405	129,940,117	131,744,888	129,842,331	133,820,121	140,101,040
OTHER ADJUSTMENTS:						
ASSUMED RESPONSIBILITY:						
BOOKING FEES						
PROP TAX ADMIN CHG	210,831	264,865	319,227			
ADJ. CURRENT YR. LIMIT	121,843,236	129,940,117	132,064,115	129,842,331	133,820,121	140,101,121

The following information was provided by the State Department of Finance in order to calculate the Appropriation Limit for 2012-13:

Fiscal Year	Date	City	County Population	Greater of Population Changes
07-08	01-01-06	138,027	3,071,222	.84%
	01-01-07	138,640	3,097,008	
08-09	01-01-07	138,024	3,088,594	2.05%
	01-01-08	140,849	3,120,181	
09-10	01-01-08	140,270	3,106,872	1.02%
	01-01-09	141,634	3,138,435	
10-11	01-01-09	141,462	3,134,276	1.01%
	01-01-10	142,708	3,165,962	
11-12	01-01-10	136,256	3,008,356	.70%
	01-01-11	136,995	3,029,408	
12-13	01-01-11	137,086	3,027,832	.89%
	01-01-12	138,010	3,055,792	

\*Restated

EXHIBIT "A"

2012-13 APPROPRIATIONS LIMIT UNDER ARTICLE XIII B (Continued)

Percentage Changes in Per Capita Personal Income:

2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
4.42%	4.29%	.62%	-2.54%	2.51%	3.77%

Per Capita Income Converted to a Ratio:

2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
1.0442	1.0429	1.0062	.9746	1.0251	1.0377

# **Fund Descriptions**

## Fund Descriptions

- 100 *GENERAL FUND - The primary operating fund of the City. All revenues that are not allocated by law or contractual agreement to a specific fund are accounted for in the General Fund. General Fund resources can be utilized for any legitimate governmental purpose.*
- SPECIAL REVENUE FUNDS - The special Revenue Funds are used to account for revenue sources for which expenditures are restricted, by law or administrative action, to specific purposes.*
- 110 Building Records Management – Revenues and expenditures related to the Management of Building Documents are accounted for in this fund.
- 120 Proposition 172 - All revenues and expenditures related to Proposition 172, which was approved by California voters in 1992 are accounted for in this fund. Proposition 172 approved a ½ cent sales tax to be used for specified public safety purposes only.
- 125 Emergency Transport Program - Revenues and expenditures related to the emergency transport program (paramedic transport) are accounted for in this fund.
- 150 O.C.P.T. Building Maintenance - All revenues received from renting out a city-owned facility to a non-profit organization, Orange Children and Parents Together (O.C.P.T), and the expenditures related to maintaining the facility are accounted for in this fund.
- 220 Sanitation and Sewer - All revenues and expenditures related to sanitation and sewer services provided by the City. These services include trash collection, recycling, sewer cleaning, storm drain maintenance, street tree maintenance, street sweeping, code enforcement, and integrated waste management.
- 222 Solid Waste Fund - Proceeds of settlement with Trash/Recycling contractor and the subsidies approved by City Council to be paid from those proceeds are accounted for in this fund together with the costs associated with the Trash/Recycling contract.
- 245 Air Pollution Reduction - The receipt and disbursement of funds related to programs to improve air quality pursuant to Assembly Bill 2766 are accounted for in this fund.
- 262 Traffic Improvement - Measure M - The receipt and disbursement of funds received pursuant to Measure M, originally approved by Orange County voters in November 1990, are accounted for in this fund. Measure M authorized a local ½ cent sales tax to provide funds solely for transportation improvement projects and programs. Revenues include local turnback and combined transportation fund competitive grants.
- 263 Renewed Measure M - The receipt and disbursement of funds received pursuant to Renewed Measure M (M2), are accounted for in this fund. M2 is a 30-year, multi-billion dollar extension of the original Measure M (1991-2011). Projects and programs associated with M2 funding include improvements to the Orange County freeway system, streets & road networks throughout the County, additional expansion of the Metrolink system, and the cleanup of roadway storm water runoff. Revenues for M2 are generated from transactions and use tax plus any interest or other earnings.
- 270-272 Gas Tax Funds - The receipt and disbursement of gas tax funds apportioned under Street and Highway Code Section 2105, 2106, 2107 and 2107.5 and used for maintenance and construction of city streets and roads are accounted for in these funds.

## Fund Descriptions

- 273 County/OCTA Gas Tax Fund - Transactions related to the Fund Exchange Agreement between the City and OCTA are accounted for in this fund. This agreement helps OCTA accommodate the legislative shift of \$38 million per year in sales tax from OCTA to the County by providing the City with more gas tax in exchange for an equal amount of general fund revenues.
- 280-286 Transportation System Improvement Program (T.S.I.P.) Funds - Developer impact fees collected for the purpose of improving the transportation system are accounted for in these funds. A separate fund has been established for each specific geographic area for which these development fees are collected. Fees are collected in accordance with Government Code Section 66000 et. seq.
- 290-293 Landscape District Funds - Assessments levied for the purpose of maintaining the landscaping of medians and other public common areas are accounted for in these funds. A separate fund has been established for each assessment district for which these assessments are levied. These districts have been formed pursuant to Streets and Highway Code Section 22500 et.seq.
- 310-315 Community Development Block Grant (C.D.B.G.) - Grant funds received under this federal program are accounted for in these funds. The program is administered by the U.S. Department of Housing and Urban Development (H.U.D.) to assist cities and counties in developing programs and projects in which to benefit low and moderate income residents.
- 316 Federal Rental Rehabilitation – Grant funds received from the Department of Housing and Urban Development (H.U.D.) in which to assist cities and counties in the rehabilitation of low-income housing.
- 317 H.OM.E. Grant - Grant funds received under the HOME Investment Partnerships Act administered by the U.S. Department of Housing and Urban Development are used to expand the supply of decent, safe, sanitary, and affordable housing for low income families with primary attention to rental housing. Not less than 15 percent of the annual allocation must be reserved for investment in housing to be developed, sponsored, or owned by Community Housing Development Organizations (CHDO's).
- 318 H.P.R.P. Grant - Grant funds received under the Federal Homelessness Prevention & Rapid Re-Housing Program are used to provide financial assistance and services to prevent individuals and families from becoming homeless, or to help those who are experiencing homelessness to be quickly re-housed and stabilized.
- 320-340 State Grant Funds - Grants received from the state are accounted for in these funds.
- 350-354 Police Grant Funds - Grants received from the federal and state governments for law enforcement purposes are accounted for in these funds.
- 355-357 Asset Seizure Funds - Funds received pursuant to narcotic and seizure law, which are restricted to support law enforcement activities, are accounted for in these funds.
- 400 *DEBT SERVICE FUND - The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.*

## Fund Descriptions

*CAPITAL PROJECT FUNDS - The Capital Project Funds are used to account for the acquisition or construction of major capital improvements other than those financed by Internal Service, Proprietary or Redevelopment Funds.*

- 500 Capital Projects - Capital projects funded with General Fund revenues are accounted for in this fund.
- 510-511 Park Acquisition & Development Fund - Park Development fees collected to fund the acquisition, construction, and renovation of park facilities are accounted for in this fund.
- 512 El Modena Park Cell Tower Fee Fund – Rental Fees collected from the El Modena Cell Tower are used to fund the development and improvement of City Park and Recreation Facilities.
- 520 Sewer Construction - Sewer development fees collected to fund the construction of sewer mains needed as a result of new development are accounted for in this fund.
- 530 Drainage Districts - Drainage fees collected for the purpose of funding the construction of storm drains necessitated as a result of new commercial and residential construction.
- 540 Old Towne Parking Facility - Revenues from monthly use of city-owned parking lots in the Old Towne area and the expense of maintaining those lots is accounted for in this fund.
- 550 Reimbursable Capital Projects - Projects for which the City is the lead agency and for which funding is provided by a grant or through another agency are accounted for in this fund.
- 551 County Park Grant – This fund accounts for grants received from Orange County for park development expenditures.
- 555 Parking In Lieu – Payments in lieu of providing all or part of the off-street parking required for each new development project, new structure, and addition of new square footage to existing buildings in the Downtown Plaza District are accounted for in this fund.
- 560 Fire Facilities Area Funds - Developer fees collected for the purpose of constructing or improving fire facilities are accounted for in these funds. A separate fund has been established for each specific geographic area for which development fees are collected.
- 570 Police Facility Fees - Developer fees collected to fund the construction of a new police facility are accounted for in this fund.
- 573 Library Facility Fees - Developer fees collected for the purpose of constructing or improving library facilities are accounted for in this fund.
- 575 800 MHz Communications System - The City's share of the cost for a countywide police and public works communications system.

## Fund Descriptions

590-596 Assessment District Funds - Assessments levied for the purpose of constructing or acquiring community facilities or landscape improvements are accounted for in these funds. A separate fund has been established for each specific geographic area for which these assessments are levied.

*ENTERPRISE FUNDS - The Enterprise Funds are used to account for City operations that are financed and operated like private business enterprises. The use of this type of fund permits user charges to finance or recover the costs, including depreciation, of providing the services to the public on a continuing basis.*

600 Water Utility Operations – Revenues and expenses related to the operation of the water utility operation are accounted for in this fund.

601 Water Capital Projects - A portion of the revenue collected on the water bill is allocated to this fund to pay for capital expenditures related to the water utility system.

*INTERNAL SERVICE FUNDS - The Internal Service Funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies on a cost reimbursement basis.*

710 Equipment Expense - The maintenance of City vehicles is accounted for in this fund. A monthly fee is charged to each department to fund the cost of maintaining the vehicles used by the department.

720 Equipment Replacement - The purchase of replacement City vehicles is accounted for in this fund. A monthly “depreciation” charge is assessed to each department to fund the replacement of the vehicles used by the department.

725 Major Building Improvements - Major building improvements are accounted for in this fund. Transfers are made from the general fund to fund these improvements.

730-752 Self-Insurance Funds - Workers’ compensation, liability, medical and unemployment claims and administration are accounted for in these funds. A charge is assessed to each department to cover their proportionate share of these costs.

760 Employee Accrued Liability - The payout to employees, upon termination or retirement, of accrued leave is accounted for in this fund. A charge is assessed to each department to cover these anticipated costs.

780 Information Systems Operations - Management of the information systems are accounted for in this fund. A charge is assessed to each department to cover their proportionate share of these operational costs.

790 Computer Replacement - Purchases of computer equipment are accounted for in this fund. The funding for these purchases is provided through a transfer from the general fund and an allocation to all non-general fund programs.

## Fund Descriptions

*SUCCESSOR (FORMERLY REDEVELOPMENT) AGENCY FUNDS - The Successor Agency funds are used to account for the activities of the Successor Agency, including operations, capital project and debt service.*

- 913            Housing Set-Aside Loans and Grants – Transactions related to housing loans, construction of new housing, and the rehabilitation of housing projects are accounted for in this fund. Transfers of the set-aside share of “excess” tax increment and taxable bond proceeds from the project area are the source of funds.
  
- 914 & 942    Project Area Taxable Projects Funds – The proceeds from the issuance of taxable bonds or notes pledged by tax increment revenues are accounted for in these funds. Expenditures are primarily used for “private purposes”, such as commercial development activities within the project area, but can be used for any legal redevelopment purpose.
  
- 916            Affordable Housing – New Construction Fund – Transactions related to the creation of new affordable housing units are accounted for in this fund. Payments from developers for affordable housing in-lieu fees are the source of funds.
  
- 920            Redevelopment Obligation Retirement Fund – Required by state statute (Health and Safety Code Section 34170.5 (a) to receive property tax revenues to meet enforceable obligations of the Successor Agency to the Orange Redevelopment Agency.
  
- 940            Project Area Administration and Loans Funds - Redevelopment Agency project area operations expense and commercial rehabilitation loans are accounted for in these funds. Revenue sources are project area “excess” tax increment receipts and repayments of principal and interest on commercial loans.
  
- 941            Housing Set-Aside Funds - The 20% of tax increment revenues required by law to be “set aside” for low income housing purposes are accounted for in these funds. Various housing projects and programs are funded through this revenue source.
  
- 943 & 944    Project Area Tax-Exempt Projects Funds - The proceeds from the issuance of tax-exempt bonds or notes pledged by tax increment revenues of the project area are accounted for in these funds. Expenditures are restricted to “public purpose” activities as defined by California Redevelopment Law.
  
- 987            Project Area Debt Service Funds - Debt service activity, including pass through agreement payments and County property tax collection fees, is accounted for in this fund. Revenue sources are tax increments revenues. Excess revenues over the required payments may be transferred to the project area for expenditure for any legal redevelopment expense.





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# **Glossary**

## Glossary of Terms

Accrual	An accounting method in which revenues are recognized when earned and expenditures are recorded when goods or services are received, whether or not the corresponding cash is received or disbursed during this same period.
Americans with Disabilities Act of 1990 (ADA)	A federal law providing protection to individuals with disabilities ranging from prohibitions against discrimination in employment to specific requirements for modifications of public facilities and transportation systems.
Appropriation	An authorization made by the City Council, which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.
Arterial Highway Rehabilitation Program (AHRP)	Funded by Measure M, the Arterial Highway Rehabilitation Program helps to improve the condition of pavement in Orange county by funding pavement rehabilitation projects of MPAH (Master Plan Arterial Highways) roadways throughout Orange County.
Assessed Valuation	The estimated value placed upon real and personal property by the County Assessor as the basis for levying property taxes.
Assessment District (A.D.) or Community Facilities District (C.F.D.)	An entity comprised of property owners within a specific geographic boundary, formed to cooperatively provide services or benefits to the district by assessments to the property owners. Assessments are commonly calculated on the property's lot size or the home's square footage in an effort to tie the amount of the assessment to the proportion of the benefit or service received.
Balanced Budget	A budget in which the total of estimated revenues and available fund balance does not exceed proposed expenditures.
Budget	A comprehensive financial plan of operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.
Cal-Card	Purchasing program for State and local governments used to purchase small dollar goods and services with pre-programmed credit cards.
California Identification Database (Cal-ID)	An automated fingerprint processing system used to store, search, and retrieve fingerprint records.
Capital Expenditures	The amount of cash paid or to be paid for purchases of goods and services related to capital improvements.

## Glossary of Terms

Capital Improvement	A permanent major addition to the City's real property assets including the design, construction, purchase, or major renovation of land, buildings or facilities. Examples are the installation or repair of new or existing streets, traffic signals, sewer lines, roads, and parks.
Capital Improvement Plan (CIP)	A plan to provide for the maintenance or replacement of existing public facilities and assets and for the construction or acquisition of new ones. The Capital Improvement Plan identifies capital needs on a 7-year basis.
Capital Outlay	Items of a permanent or semi-permanent nature that cost in excess of \$5,000 but do not qualify as a capital improvement.
CompStat	Short for COMPUter STATistics or COMPARative STATistics. CompStat is a management accountability process with a multilayered dynamic approach to crime reduction, quality of life improvement and personnel and resource management. CompStat employs Geographic Information Systems and is intended to map crime, detect patterns and identify hot spots and problem areas.
Capital Project Funds	The Capital Project Funds are used to account for the acquisition or construction of major capital improvements other than those financed by Internal Service, Proprietary or Redevelopment Funds.
Carryover Appropriations	Appropriations approved in a prior fiscal year which were not fully expended within that year and were approved to be carried over to the following fiscal year.
Certificates of Participation (COP)	Obligations of a public entity based on a lease or installment sale agreement. Payments to certificate holders may originate from the general fund (in the case of a lease) or a special fund (in the case of an installment sale).
Combined Transportation Funding Program (CTFP)	The CTFP is funded by the County's Measure M funds. It is administered by Orange County Transportation Authority (OCTA) and provides funding on a bi-annual basis for a variety of County street and road projects including Signal Improvement Program (SIP), Regional Interchange Program (RIP), Intersection Improvement Program (IIP), Master Plan of Arterial Highways (MPAH), Growth Management Area (GMA), Arterial Highway Rehabilitation Program (AHRP), Traffic Demand Management (TDM), and Regional Surface Transportation Program (RSTP).

## Glossary of Terms

Community Development Block Grant Funds (CDBG)	A fund to account for grants from Housing and Urban Development (HUD) and expenditures for the block grant program as approved by the City Council.
Comprehensive Annual Financial Report (CAFR)	The annual report of the City's financial condition at the conclusion of the fiscal year, prepared in accordance with GAAP (Generally Accepted Accounting Principles) for governmental units.
Debt Service	Payment of interest and repayment of principal to holders of the City's or Redevelopment Agency's debt instruments.
Debt Service Fund	The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
Department	A major organizational unit of the City, which has been assigned overall management responsibility for an operation, or a group of related operations within a functional area.
Department Goals	Significant continuing results, which the department is committed to accomplish in support of the department's mission.
Depreciation	An expense that is recorded in the accounting records of the City in order to recognize the declining value of a capital asset.
Elected Officials	Officials who are voted into office by the electorate of the City of Orange. In Orange the elected officials are the Mayor, 4 City Council Members, the City Clerk and the City Treasurer.
Encumbrances	A commitment of funds, through a purchase order, for goods or services for which the expenditure has not yet occurred.
Enterprise Funds	The Enterprise Funds are used to account for City operations that are financed and operated like private business enterprises. The use of this type of fund permits user charges to finance or recover the costs, including depreciation, of providing the services to the public on a continuing basis.
Expenditure	The amount of cash paid or to be paid for services rendered, goods received or an asset purchased.
Fiscal Year	The beginning and ending period for recording financial transactions. The City has specified July 1 to June 30 as its fiscal year.

## Glossary of Terms

Franchise Fee	A franchise fee is charged for the privilege of using public rights-of-way and property within the City for public or private purposes. The City currently assesses franchise fees on cable television and electricity and natural gas providers.
Full-Time Equivalent (FTE)	The decimal equivalent of a position converted to a full-time basis. For example, one person working half time would count as 0.5 FTE; one person working full-time would count as 1.0 FTE.
Fund	An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives. (See Fund Descriptions for detailed description of each fund)
Fund Balance	Also known as financial position, fund balance is the excess of current assets over current liabilities and represents the cumulative effect of revenues and other financing sources over expenditures and other financing uses.
Fund Type	A category of funds that are alike in nature and purpose. The fund types in the City of Orange's budget are General Fund, Special Revenue Funds, Debt Service, Capital Project Funds, Enterprise Funds, Internal Service Funds and Redevelopment Funds.
General Fund	The primary operating fund of the City. All revenues that are not allocated by law or contractual agreement to a specific fund are accounted for in the General Fund. General Fund resources can be utilized for any legitimate governmental purpose.
General Government	A category of expenditures, which includes expenditures for administrative, finance, personnel and legal services.
General Obligation Bond	A borrowing of funds where the City pledges its full faith and credit to the repayment of the bonds it issues.
Generally Accepted Accounting Principles (GAAP)	Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

## Glossary of Terms

Governmental Accounting Standards Board (GASB)	Organized in 1984 by the Financial Accounting Foundation, the GASB establishes standards of financial accounting and reporting for state and local governmental entities that guide the preparation of external financial reports.
Governmental Funds	Governmental funds account for most governmental activities and include the General Fund, Special Revenue Funds, Capital Project Funds and Debt Service Funds.
Infrastructure	The physical assets of the City; i.e., streets, sidewalks, water and sewer systems, street lights, traffic signals, public buildings, parks, and the support structures within a development.
Internal Service Funds	The Internal Service Funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies on a cost reimbursement basis.
Local Law Enforcement Block Grant (LLEBG)	The Local Law Enforcement Block Grant Program, administered by the Bureau of Justice Assistance of the U.S. Department of Justice, assists local government by providing funds for projects designed to reduce crime and improve public safety.
Maintenance & Operations	An expenditure category used to account for all department costs other than salaries and benefits and capital.
Master Plan of Arterial Highways (MPAH)	Serves as the long range plan to ensure consistent standards and coordinated planning of arterial streets in Orange County. Orange County Transportation Authority is responsible for administering the MPAH, including the review and approval of amendments requested by local agencies.
Mission Statement	A statement that concisely summarizes the overarching purpose and function of the department.
Modified Accrual	The accounting basis used by the City by which revenues and expenditures are recognized as they are earned or incurred, regardless of the timing of cash receipts and disbursements.
NEOGOV	Web based personnel recruitment, tracking, and selection software, designed specifically for government entities to automate the hiring process from requisition to hire.
Non-Departmental	Program costs that do not relate to any one particular department, but represent costs that are general and citywide in nature.

## Glossary of Terms

Operating Expenditures	Expenditures, which support ongoing program costs, including employee, services, maintenance, supplies and equipment and exclude capital, debt service and pass through agreement payments.
Per Capita	A measurement that defines a given number (i.e. expenditure, revenue, etc.) per person in the City of Orange.
Program	An activity or group of activities, which is an organizational subunit of a department, and is directed toward providing a particular service. Each City department may be responsible for a number of programs.
Proprietary Funds	Funds used to account for a government's activities that are similar in nature to those found in the private sector. Proprietary funds include both Enterprise and Internal Service Funds.
Regular Full-Time	An employee who is hired on a permanent basis who works the minimum number of hours to be considered full-time and who receives full benefits.
Regular Part-Time	A person who is hired on a permanent basis who works less than the minimum number of hours to be considered full-time and who receives partial benefits.
Redevelopment Agency	The governing body created to designate redevelopment project areas, supervise and coordinate planning for a project area, and implement the development program. In Orange, the City Council serves as the governing body of the Redevelopment Agency. Disillusioned in 2011 by State mandated (See Successor Agency).
Redevelopment Agency Funds	The Redevelopment Agency funds are used to account for the activities of the Redevelopment Agency, including operations, capital project and debt service. The Agency was disillusioned in 2011 by State mandate.
Reserve	An account used to indicate that a portion of fund equity is legally restricted for a specific purpose, or set aside for emergencies or unforeseen expenditures that are not otherwise budgeted.
Revenue Debt Issue	A borrowing whereby specific revenues are pledged for the repayment of the debt.
Salaries and Benefits	An expenditure category used to account for employee salaries and associated fringe benefits.
Service Objective	Specific, measurable planned service levels for a program over the course of the fiscal year.



## Glossary of Terms

Special Revenue Funds	The Special Revenue Funds are used to account for revenue sources for which expenditures are restricted, by law or administrative action, to specific purposes.
Successor Agency	In 2011, AB X1 26 dissolved redevelopment agencies statewide and designated Successor Agencies to “wind-down” activities of the former redevelopment agencies.
Tax Increment	The increase in property taxes within a redevelopment project area that result from increases in the assessed value over that of the base year.
Taxable Bonds/Notes	Bonds or Notes issued for which interest earned by investors in the bonds/notes is subject to income tax.
Tax-Exempt Bonds/Notes	Bonds or Notes issued which qualify under I.R.S. regulations for exemption from income tax on interest earned by investors in the bonds/notes.
Temporary/Seasonal	An employee who is hired on a temporary or seasonal basis to work less than 1,000 hours in a fiscal year and who receives very limited benefits.
Transfers	The movement of funds from one fund or account to another.
Transient Occupancy Tax (TOT)	A tax that is levied on occupants of hotels and motels in the City to defray a portion of the costs incurred to provide City services. This tax is sometimes referred to as a “bed” tax or “hotel” tax.
Work Plan	Defined tasks to be accomplished during the fiscal year.



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# **Acronyms**

## List of Acronyms

AB	Assembly Bill
ABC	Alcohol Beverage Control
ACS	Affiliated Computer Services
AD	Assessment District
ADA	Americans with Disabilities Act of 1990
AHRP	Arterial Highway Rehabilitation Program
ALS	Advanced Life Support
AMP	Allen-McColloch Pipeline
ARMS	Automated Records Management System
ARRA	American Recovery & Reinvestment Act of 2009
AQMD	Air Quality Management District
BLS	Basic Life Support
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
Cal-ID	California Identification Database
CalPERS	California Public Employees Retirement System
CDBG	Community Development Block Grant
CDIAC	California Debt & Investment Advisory Commission
CERT	Community Emergency Response Team
CFD	Community Facilities District
CHDO	Community Housing Development Organization
CIP	Capital Improvement Program or Capital Improvement Plan
CIPA	California Insurance Pool Authority
CIWMB	California Integrated Waste Management Board
CJIS	Criminal Justice Information System
CLEEP	California Law Enforcement Equipment Program
CLETS	California Law Enforcement Teletype System
CNT	Crisis Negotiation Team

## List of Acronyms

COP	Certificate of Participation
COPS	Citizens' Options for Public Safety
CORT	Company Officer Response to Terrorism Training
CPI	Consumer Price Index
CQI	Continuous Quality Improvement
CSMFO	California Society of Municipal Finance Officers
CSR	Customer Service Request
CTFP	Combined Transportation Funding Program
DAMP	Drainage Area Management Plan
DDA	Disposition & Development Agreement
DMV	Department of Motor Vehicles
DPW	Department of Public Works
DRC	Design Review Committee
ED	Economic Development
EIR	Environmental Impact Report
EKG	ElektroKardioGramm (German acronym for electrocardiogram or ECG)
EMS	Emergency Medical Services
EMT	Emergency Medical Transportation
EOC	Emergency Operations Center
ERAF	Education Relief Augmentation Fund or Educational Revenue Augmentation Fund
EVOC	Emergency Vehicle Operators Course
FA	Fiscal Agent
FHWA	Federal Highway Administration
FLSA	Fair Labor Standards Act
FMIS	Financial Management Information System
FOG	Fats, Oils, & Grease

## List of Acronyms

FSTIP	Federal & State Transportation Improvement Program
FTE	Full Time Equivalent
FTIP	Federal Transportation Improvement Program
FY	Fiscal Year
G & A	General & Administrative
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GMA	Growth Management Area
GO	General Obligation
HBRR	Highway Bridge Reconstruction & Rehabilitation Program
HDL	Hinderliter, DeLlamas, & Associates
HSIP	Highway Safety Improvement Program (Federal)
HOME	Home Investment Partnerships Act Program
HPRP	Homeless Prevention & Rapid Re-Housing Program
HUD	Housing & Urban Development
ICC	International Code Council
ICS	Incident Command System
IDA	Industrial Development Authority
IIP	Intersection Improvement Program
IT	Information Technology
ITC	Information Technology Center
LAFCO	Local Agency Formation Commission
LIP	Local Implementation Plan or Jurisdictional Urban Runoff Management Plan
LLEBG	Local law Enforcement Block Grant
MCC	Mortgage Credit Certificate

## List of Acronyms

MIS	Management Information System
MMS	Maintenance Management System
MOE	Maintenance of Effort
MOU	Memorandum of Understanding
MPAH	Master Plan of Arterial Highways
MWD	Metropolitan Water District
MWDOC	Metropolitan Water District of Orange County
NCIC	National Crime Information Center
NBC	Nuclear, Biological or Chemical
NEMESIS	National Emergency Medical Service Information System
NET	Neighborhood Enhancement Team
NIMS	National Incident Management System
NFPA	National Fire Protection Association
NPDES	National Pollutant Discharge Elimination System
OCCOG	Orange County Council of Governments
OCSD	Orange County Sanitation District
OCTA	Orange County Transit Authority
OCPT	Orange Children & Parents Together
OES	Office of Emergency Services
OFD	Orange Fire Department
OHDC	Orange Housing Development Corp
OPA	Owner Participation Agreement
ORA	Orange Redevelopment Agency
ORCA	Orange Regional Competitive Aquatics
OSHA	Occupational Safety & Health Administration
OTP	Organization Transition Program
OTPA	Old Towne Preservation Association
OUSD	Orange Unified School District

## List of Acronyms

PD	Police Department
PERS	Public Employees Retirement System or CalPERS
POST	Peace Officer Standards & Training
PSO	Police Services Officer
PUBS	Public Utility Billing Software
PW	Public Works Department
PY	Prior Year
RDA	Redevelopment Agency
RFID	Radio Frequency Identification
RFP	Request for Proposal
RFQ	Request for Qualifications
RIP	Regional Interchange Program
RMS	Records Management System
RNI	Rapac Network International
RSTP	Regional Surface Transportation Program
RTIP	Regional Transportation Improvement Plan
SAAV	Service Authority for Abandoned Vehicles
SCAG	Southern California Association of Governments
SAN	Storage Area Network
SARB	School Attendance Review Board
SAVI	Santa Ana Valley Irrigation
SB	Senate Bill
SED	Special Enforcement Detail
SHIELD	Strategic Home Intervention & Early Leadership Development
SIP	Signal Improvement Program
SMIP	Strong Motion Implementation Program Fee
SRC	Staff Review Committee
STOMP	Stop Tagging on My Property



## List of Acronyms

STPE	Surface Transportation Program Enhancement
SWAT	Special Weapons & Tactics
TCRF	Traffic Congestion Relief Fund
TDM	Transportation Demand Management
TEA	Transportation Enhancement Activities
TOT	Transient Occupancy Tax
TSIA	Transportation System Improvement Authority
TSIP	Transportation System Improvement Program
UNITY	United Neighbors Involving Today's Youth
VLF	Vehicle License Fee
WMD	Weapons of Mass Destruction
WDR	Waste Discharge Requirements
YSB	Youth Services Bureau