



Celebrating 125 Years!

City of Orange

California

Annual Budget
Fiscal Year 2013-2014



City of Orange

Fiscal Year 2013-2014 Budget

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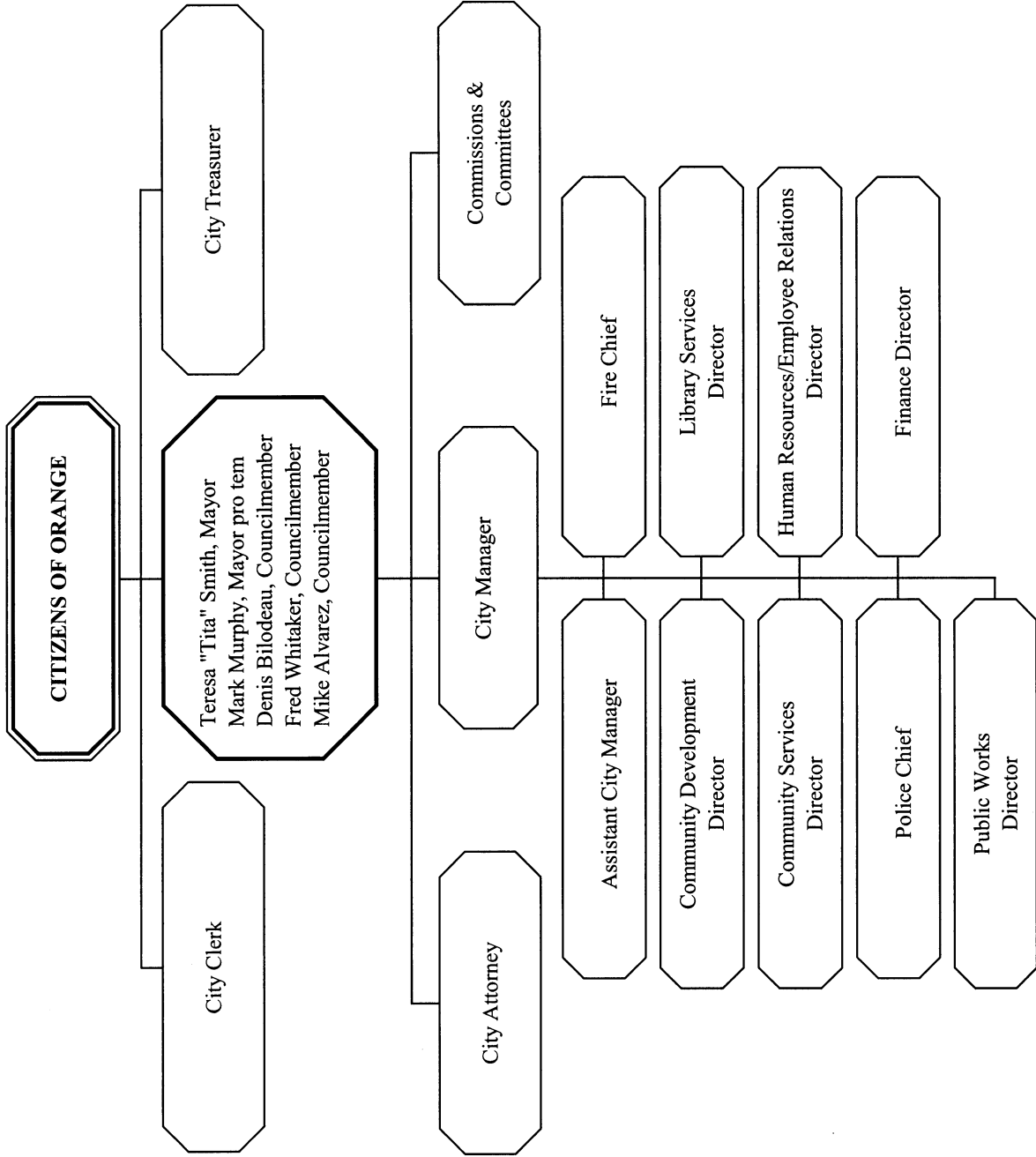
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CITY OF ORANGE





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Budget Message



June 25, 2013

Honorable Mayor and Members of the City Council:

I am pleased to submit for your consideration the proposed City budget for Fiscal Year 2013-2014 ("FY 14"). The proposed General Fund budget is balanced and represents a spending package of \$89.9 million that will provide services, security, programs and projects for the residents and businesses of the City of Orange. This budget, although balanced, is still below our high budget year of FY 08 but it is responsive to the priorities set by the City Council and more importantly it reflects a spending plan that is responsible and that recognizes 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 a balanced budget for the second year in a row. While these budget cuts have not been easy nor have they been without sacrifice, they have been accomplished without layoffs or cuts in public safety. 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 well beyond expectations to help 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 are all 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.

As the local economy moves forward and continues its recovery, we continue to see positive signs that the state and national economies are improving. Nevertheless, while consumer confidence continues to rise, business to business spending is up, and the stock market appears to be less volatile, only recently has the job market and housing market shown signs of recovery. As such, revenues are increasing, however, with the State dissolving redevelopment agencies on February 1, 2012, the impacts of AB 26 and AB 1484 have been significant on our budget and operations associated with redevelopment. Our organization is seeing a substantial loss in revenue that has impacted the operating budget as well as the capital improvement program. Unfortunately, due to differing interpretations of the dissolution legislation by the state, there are still impacts we cannot anticipate. As such, we prepared the FY 14 budget conservatively but with an optimistic outlook for the City.

PROJECTED GENERAL FUND REVENUES FOR FY 14

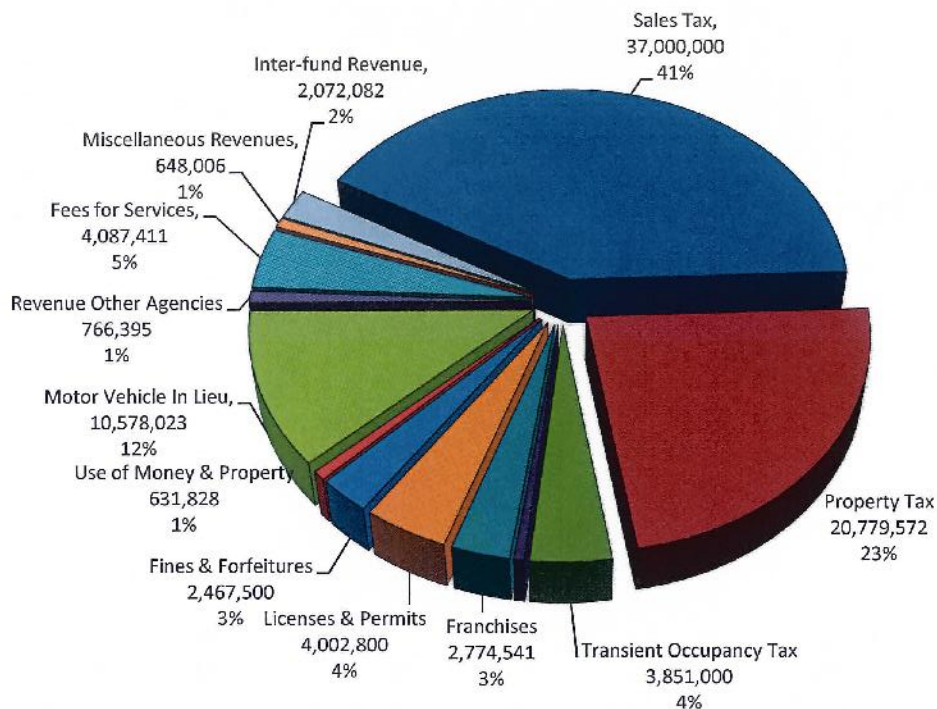
The projected FY 14 General Fund revenues represent the fourth year of moderate revenue growth – a positive indication that the local economy is continuing to rebound. Based on this growth, we are able to project General Fund revenues for FY 14 to be \$90.1 million. This represents an increase of \$1.6 million or 2.8% over the FY 13 budgeted revenues. However, the budgeted amount is \$3.1 million or 3.2% less than the FY 13 estimated revenue collected due to the one-time receipts from the closing out of the Redevelopment Agency fund balances in FY 13. Provided below is a summary of the General Fund revenue highlights for FY 14.

- **Sales Tax** is the largest source of General Fund revenue. In FY 14 the City anticipates receiving \$2.0 million more in sales tax revenue than FY 13. This estimated increase is primarily the result of increases in auto sales, sale of consumer goods and an overall improved economy. In addition, the performance of The Outlets at Orange is expected to remain strong as they continue to add stores that enhance the center's position as a premier shopping destination. For FY 14, we are projecting a 5.7% increase, for a total of \$37.0 million in sales tax revenue.
- **Property Tax** is the second largest source of General Fund revenue and is expected to be \$20.8 million, a decrease of \$4.6 million compared to FY 13 estimates. This decrease is due to the City receiving \$6.2 million in one-time property tax revenues generated by the dissolution of the Redevelopment Agency during FY 13. In FY 14, we are only budgeting slightly more than \$1.2 million in the on-going allocation of redevelopment agency proceeds distributed from the County of Orange. Excluding redevelopment proceeds, property tax revenue is expected to grow 2.0% in FY 14 based on the rebounding of the real estate market.
- **Transient Occupancy Tax (TOT)** is anticipated to be \$3.9 million. This reflects an increase of \$150,000 or 4.1% over FY 13 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 14 by approximately \$500,000 to \$2.8 million, an increase of 22.1%. This significant increase is the result of a one-time transfer out in FY 13 of approximately \$750,000 in cablevision franchise revenue to a newly established Public Education and Government Access fund, in order to comply with state law that requires the funds to be restricted.
- **Licenses and Permits** are anticipated to remain flat during the upcoming fiscal year at \$4.0 million.
- **Fines and Forfeitures** are also expected to remain flat in FY 14 at \$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 \$636,000, which is nearly \$90,000 (12.0%) less than the FY 13 revenue estimate. This is primarily due to the continuation of very low interest rates which are anticipated to keep

our average portfolio rate of return for FY 14 at approximately 1.0%. The decrease is also due to the dissolution of the Redevelopment Agency which has resulted in our total portfolio being decreased dramatically (approximately \$40 million) as the Successor Agency has turned over its fund balances to the County.

- **Motor Vehicle in Lieu** is anticipated to increase slightly in FY 14 to an estimated \$10.6 million. While auto sales are up, the average vehicle age in California continues to stay at an historic high level.

Projected General Fund Revenue for FY 14



While we are encouraged that many of the key economic indicators are showing signs of a rebound in the national and state-wide economy, our local economy is still feeling the effects of the deep recession. This is illustrated by the fact that our revenues have yet to return to FY 2007-08 levels of \$93.6 million and it is expected that any future growth in General Fund revenue will be modest. For this reason, it is essential that we continue our aggressive approach to economic development in order to attract and retain major retailers and significant revenue generators. Maintaining and enhancing our tax base is critical to the City being able to provide the highest level of services and programs to our residents and businesses.

ESTIMATED GENERAL FUND EXPENDITURES FOR FY 14

The City relied on its conservative spending practices 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 immediately while continuing to make additional reduction

measures during the past five years. These reductions have included significant departmental operating budget reductions, underfunding internal service fund allocations, freezing vacant positions, and implementing a 5% furlough for all non-safety and management employees. In addition, we have restructured labor group agreements lowering labor costs to further aid in reducing our operating costs. 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.

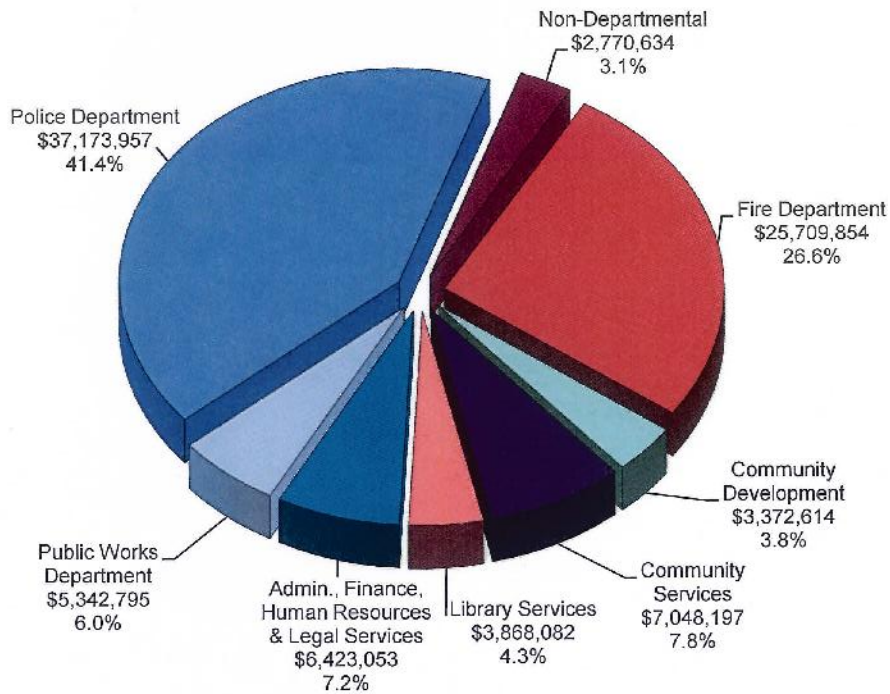
The current projected expenditures for FY 14 are \$89.9 million. While this amount represents a 1.6% increase over budgeted expenditures for FY 13, it still reflects a 3.8% decrease in budgeted expenditures from FY 2007-08. This decrease in expenditures over the past five years has been accomplished despite the pressure of rising operational and labor costs and serves to illustrate the organization's commitment to balancing our operating budget. The projected expenditure budget of \$89.9 million is based on the following assumptions:

- **Maintaining Frozen Positions:** We continue to realize a substantial savings from a continuation of the policy to freeze vacant positions. With the adoption of the FY 13 budget, we eliminated 37 vacant positions, but still kept more than 40 full-time frozen positions on the books. Since we reached a tipping point in our ability to deliver services, during FY 13 we began to fill certain critical positions that became vacant. With the proposed FY 14 budget, six additional full-time positions will be eliminated and 39 full-time positions will remain frozen resulting in 637 full-time budgeted positions. This is a significant reduction from the 702 full-time we had in FY 08. As we progress through the upcoming fiscal year, we will continue to evaluate the vacant and frozen positions to determine the impact of eliminating additional positions.
- **Continuing 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 annually – impacting every department. While these reductions remain in place, a small number of budget increases are reflected in the proposed FY 14 budget. These include costs related to increases in the maintenance and custodial contracts, increases to our Fire dispatch and training joint powers agreements and increases in Fire overtime costs.
- **Continuing the 5% Furlough Program for Non-safety Employees:** The proposed FY 14 budget assumes the continuation of the 5% furlough program for non-safety employees at a savings of approximately \$1.0 million per year. As we progress through the upcoming fiscal year as well as enter labor negotiations with the miscellaneous employee groups, we will evaluate the opportunity to end the furlough program.
- **Working to Control Retirement Costs:** This budget reflects the second full year of savings from the negotiated increases in PERS cost sharing by most employee bargaining groups. As a result of the agreements forged over the past three years, nearly all of our employees are paying 100% of the employee share

of PERS costs. In addition, the “PERS on PERS” benefit has been eliminated for nearly all employees. Therefore, despite PERS rate increases over the past two years, the City will be paying approximately \$600,000 less in PERS costs this year than in FY 12. This is a significant development that reflects the value of the negotiated changes made with our employees. Nevertheless, the City will continue to experience PERS costs increases over the next several years. The PERS Board of Directors recently implemented new actuarial procedures that are aimed at bringing PERS to fully-funded status within 30 years. As such, we expect the rates to increase substantially starting in FY 16. At this point, we are projecting the Miscellaneous employer rate to increase to 31% by FY 20 and our Safety employer rate to increase to 44% by FY 20. It should be noted that over the past two years the City Council has set-aside \$3.0 million for future retirement (PERS) cost increases. These funds reside in the Employee Accrued Liability Fund and have not been utilized.

- **Feeling the Additional Impacts of the Wind Down of the Redevelopment Agency:** Due to a recent determination by the Department of Finance (“DOF”) that expenses related to managing the City’s housing program are not an eligible enforceable obligation, the General Fund must assume approximately \$200,000 in additional expenses previously funded by the Successor Agency to the Redevelopment Agency. As such, we had to remove them from the Recognized Obligation Payment Schedule (“ROPS”) reports. A majority of these expenses are general fund allocations and support costs such as attorney services, code enforcement, maintenance and program management. In total, the General Fund has absorbed over \$1.1 million in operational expenses funded previously by the former Redevelopment Agency. Not included in the budget assumptions are any additional impacts from the dissolution of the Redevelopment Agency, specifically related to the litigation involving Serrano Woods, the disposition/transfer of former Agency property, nor potential discrepancies between the Successor Agency and DOF over future ROPS submittals.
- **Providing for Internal Service Funding:** The proposed FY 14 budget reflects a \$3.6 million General Fund allocation to the Workers’ Compensation Fund. This is a \$1.1 million increase in the allocation compared to FY 13. Even with this allocation, the unreserved fund balance in the fund at the end of FY 14 is estimated to be approximately \$469,000. This does not however include reserves of over \$6.0 million for all known and potential workers’ compensation claims. The proposed budget assumes an allocation of \$440,000 to the Employee Accrued Liability Fund, which is estimated to end FY 14 with \$3.4 million. This fund balance includes the \$3.0 million transferred into this fund over the past two years to help offset increases in future PERS retirement costs. In total, Internal Service Fund (“ISF”) allocations for FY 14 are projected to total \$6.6 million. In addition to the allocations, it is expected that we will be using the General Fund unreserved fund balance to transfer funds into specific internal service fund accounts to provide critical funding to these cost centers. As such, it is recommended that we transfer \$1.1 million into the equipment replacement fund, \$850,000 into the computer replacement fund and \$250,000 into the liability fund.

Projected General Fund Expenditures for FY 14



Summarizing the financial picture, the FY 14 expenditure budget is increasing to \$89.9 million. With the projected FY 14 revenue amount projected to be at \$90.1 million, the general fund budget will be balanced and our revenues are expected to exceed expenditures for the second consecutive year. This continues to be 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 are able to balance the 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.

ESTIMATED GENERAL FUND BALANCE FOR FY 14

The projected beginning unreserved fund balance for the General Fund for FY 14 will be \$6.5 million. As we are projecting a FY 14 budget in which revenues will be slightly exceeding expenditures, the unreserved fund balance for the General Fund for FY 14 will increase slightly to \$6.8 million. Of the unreserved fund balance, we are transferring \$2.2 million to several internal service funds to help restore the funding levels in these funds. The targeted funds include the equipment replacement fund, information technology fund and liability fund. Following these transfers, the estimated ending unreserved fund balance for the General Fund for FY 14 will be \$4.6 million. It should be noted that the City continues to maintain a separate Catastrophic Reserve of \$18.1 million, which is approximately 20.1% of the General Fund budget.

Estimated Available General Fund Balance

Unreserved Fund Balance Available @ 6/30/13		\$ 6,519,163
FY 14 Estimated Revenues	90,139,158	
FY 14 Estimated Expenditures	(89,853,058)	
Excess Revenues over Expenditures		<u>286,100</u>
Unreserved Fund Balance Available @ 6/30/14		\$ 6,805,263
Transfers Out		
Transfer to Equipment Replacement Fund	(1,099,251)	
Transfer to Information Technology Fund	(850,000)	
Transfer to Liability Fund	(250,000)	
Total Transfers Out		<u>(2,199,251)</u>
Unreserved Fund Balance Available @ 6/30/14		4,606,012
General Fund Catastrophic Reserve		<u>18,067,960</u>
Est. Reserved & Unreserved General Fund Balance @ 6/30/14		<u>\$22,673,972</u>

REVIEW OF OTHER FUNDS

It is projected that the Water Enterprise Fund, which includes operations and capital expenditures, will end FY 14 with a fund balance of \$7.0 million. This represents a decrease from the estimated beginning fund balance of \$8.4 million based on revenues of \$30.2 million and expenditures of \$31.5 million, including \$3.5 million of capital projects. These amounts include previously approved rate adjustments, operating and capital expenditures as well our effort to slowly begin phasing in funding for capital costs in future years. In FY 14, Fund 601-Water Capital Projects will be consolidated with Fund 600-Water to better manage expenditures and revenues as a whole. Capital project will still be tracked individually for reporting purposes.

The Sanitation Fund, which includes sewer maintenance, tree trimming and environmental compliance services, is estimated to start FY 14 with a \$4.8 million fund balance. The FY 14 budget includes the approval to outsource street sweeping services, effective July 1st. Revenues are estimated at \$4.7 million while expenditures are estimated at \$6.1 million, with planned capital improvement expenditures totaling \$1.3 million the reason for the funding gap. The current fee structure, which was updated in June of 2009, includes a small component for capital replacement but is not sufficient to cover the long-term needs of replacing an aging infrastructure. Additionally, because sewer rates are based on water consumption, conservation efforts made by our customers have resulted in lower revenues. Therefore, this fund will end FY 14 with an estimated fund balance of \$3.5 million.

Since the establishment of the City's emergency medical transport ("EMT") program, we have attempted to maintain its operating revenues and expenses in a separate fund with the goal that the EMT program was self-supporting. Unfortunately, in recent years incoming revenue has not kept pace with the operating costs of the program. As a result, General Funds have been used to offset years when program expenditures have exceeded revenues. It is anticipated that the funding gap for the Emergency Transport

Fund for FY 14 will be approximately \$265,000 and General Funds will likely be needed as a funding source. As part of the review of the proposed FY 14 budget staff considered combining the EMT Fund with the General Fund resulting in increasing revenue of \$1.6 million from paramedic revenue and assuming EMT expenses of \$1.9 million. As a reminder, program revenues consist of transport fees that are based on Orange County standards set annually. However, related revenues include subscription fees and medical service fees that were last adjusted in 2008. Staff is currently assessing EMT program costs and associated fee structure and will be bringing a report to the City Council later this summer

LOOKING FORWARD

As we do during every budget process, we look at our fiscal picture two years ahead. Fortunately, the picture is improving moderately. Based on improving revenue trends, continuing with the operational budget reductions and lowering our labor costs (through the freezing and eliminating of positions and current concessions from the bargaining groups), we are projecting a slight excess of General Fund revenues over expenditures for FY 15 and FY 16. This is a significant improvement over the fiscal picture we were looking at less than two years ago. For FY 15, we are projecting a \$900,000 revenue surplus while for FY 16, the revenue surplus increases slightly to \$1.0 million. These projections assume a 2% to 4% annual increase in the key General Fund revenue categories while also assuming an anticipated \$600,000 increase in PERS costs in FY 15 and an additional \$1.0 million in additional PERS costs effective FY 16. 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 14

As we recover from the economic challenges of the past five years, there is much to be excited and optimistic about. It has often been said, adversity yields opportunity. As we enter into FY 14, 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:

- **Continued Implementation of the Organizational Assessments:** In 2012, at the direction of the City Council two separate organizational assessments were conducted – one focused on police services and one focused on development services. The purpose of these studies were 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. The conclusion of the assessments were various reports that highlighted many positive elements about our organization but included many recommendations involving policy and procedural changes, staffing realignments, and infrastructure and technology improvements. Over the past year, we have moved forward with implementing a number of the recommendations,

including outsourcing for street sweeping services, amending the Zoning Code to streamline the entitlement process, implementing a number of policy changes in the Police Department and addressing several technology needs in the Police, Community Development and Public Works departments.

- **Orange is THE Place to Do Business:** With the rebranding of The Block at Orange to the Outlets at Orange, the retail center is now a top destination for shopping and dining in Southern California. In addition to the opening of the Nordstrom Rack in 2012, Simon/Mills attracted many new retailers to the center in the past 12 months including Banana Republic Factory Store, Sports Authority, Tommy Hillfiger, Swimsport Outlet, Shoeteria Outlets, Windsor and Finish Line. Furthermore, BJ's Restaurant is under construction and is expected to open later this summer. As a result of the new tenants added over the past two years, the Outlets are exceeding expectations and we anticipate that trend to continue into the upcoming fiscal year with more new stores opening. At the Stadium Promenade, the Tilted Kilt restaurant opened in early 2013 to large crowds and Spin Pizza recently opened to rave reviews. The entertainment and dining center is fully occupied and doing well. Also doing well are the auto dealerships in Orange. Both Toyota of Orange and Selman Chevrolet recently completed major facility upgrades and Stadium Nissan recently completed a new showroom. In addition, opening in early FY 14 is the new Volkswagen of Orange dealership. As Volkswagen of America is expecting this new location to be extremely successful, this dealership will further enhance Orange as a top car buying destination. The ability to attract Volkswagen to Orange illustrates the importance of maintaining an active economic development program to attract and retain businesses. Therefore, despite the dissolution of the Redevelopment Agency, the City must remain committed to making Orange an attractive place to do business.
- **Old Towne Orange is Thriving:** City business attraction activities have been most evident in the Old Towne Plaza Area, where new restaurants and retailers continue to open and be successful. The Old Towne Orange Commercial District continues to evolve as a leading destination for shopping and dining as well as remains a cherished locals' gathering place. The recent openings in the Plaza area include LinX, The Provisions, Smoqued BBQ, Old Towne Diner and Tiddlywinks Toys and Games. 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 area businesses. Finally, design work will be completed in FY 14 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.
- **Housing is Back:** It is evident that the housing market has finally rebounded in Southern California. In Orange, this is very true as the sale of used homes is robust. This trend is expected to continue as the inventory of available properties in Orange remains low. The rental market is also strong, which is illustrated by the fact that AMLI Residential Communities recently received entitlements to build a 334 luxury apartment complex between the Doubletree Hotel and the Outlets. The Uptown Orange Apartment Homes will feature striking design elements and high quality

amenities and should be an excellent addition to the Uptown Orange/Outlets urban village area.

- **Continued Commitment to Capital Improvement Projects:** 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. These included the Sports Center at Grijalva Park, Tustin/Chapman Intersection Widening project, Santiago Creek Trail project and Ambriz Park. Looking forward, the Seven-Year Capital Improvement Plan (“CIP”) identifies 126 projects that are being proposed for the seven-year period. For the upcoming fiscal year, there are 32 new projects budgeted and 95 projects that are a continuation of previously approved projects. With these projects, the City Council is investing about \$37 million in capital improvements in the upcoming fiscal year and \$167 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. Road projects continue to be a major focus of our CIP program, accounting for 39 of the proposed projects over the seven-year period. Funding for the CIP comes from 35 different funding sources including Gas Taxes, Measure “M”, Traffic Congestion Relief Funds, Development Impact Fees, State and Federal Grants, former Redevelopment Bond Proceeds and Community Development Block Grants (CDBG). The following are highlights of the FY 14 Capital Improvement Program projects:
 - Installation of outdoor exercise stations at Grijalva Park.
 - Renovation of the picnic shelters at Hart Park.
 - Begin design of the replacement of Fire Headquarters.
 - Completion of the design of the Metrolink Parking Structure.
 - Commitment of \$4.0 million in FY 14 to the Pavement Management Program and an additional \$1.8 million for street maintenance and rehabilitation efforts at various locations throughout the City.
 - Commitment of \$1.0 million in FY 14 to fund the replacement of several aging sewer lines at various locations in the City.
 - Commitment of \$3.5 million in FY 14 towards 19 projects intended to maintain or improve the City’s water production and distribution.
 - Replacement of the Mobile Data Computers in both the Police and Fire vehicles as well as install an in-car video system in the Police patrol vehicles.
 - Completion of several critical information technology projects including replacement of the City’s 25 year-old telephone system.

Only a small portion of CIP projects are funded through the General Fund. These projects are generally to address facility infrastructure upgrades that have no other funding source. These will be funded through the fund balance available in the General Fund Capital Improvement Fund that has received a total of \$4.5 million in transfers as part of the FY 12 and FY 13 budgets. These projects include municipal parking lot improvements (\$20,000), Plaza electrical upgrades (\$50,000), City Hall fire alarm (\$50,000), and a facilities conditions assessment report (\$150,000). This study will assist in identifying future city facility needs so that we can better plan and budget such improvements.

CONCLUSION

The FY 14 budget is a 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 and organization. The third factor is the focus that the entire organization has dedicated itself 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.

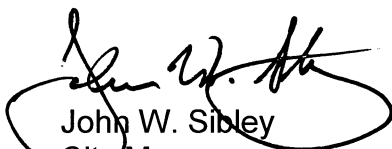
Regional factors still loom at the federal and state level that will impact our financial future. Most notably are the continued impacts of the wind-down of the Redevelopment Agency, future PERS cost increases and the looming implementation of Obama Care. However, with Council direction and a dedicated 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. 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



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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 1st and ends the following June 30th. 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, 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.

Between the months of March and May, the City Council conducts a series of public study sessions on the budget. These study sessions address Departments' goals, service objectives and work plans, the proposed Capital Improvement Projects and 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. Proposed budgets are finalized during the months of April and May. A public hearing is held in 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 30th 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 XIII B 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 14 Gann Appropriation Limit, as adopted by the City Council, is \$148,422,952. The appropriations subject to the Limit total \$78,512,300. Thus, for FY 14, the City of Orange is under its Appropriation Limit by \$69,910,652.

BASIS OF BUDGETING

The City's annual budget is adopted by June 30th 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 \$16.5 billion, the City of Orange’s legal debt limit for 2012-2013 was \$2.48 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.

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 20.1% of the adopted FY 14 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 14 with an available fund balance of \$6,996,372, which equates to 25% 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 Successor Agency is 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 \$7.5 million through 6/30/14.
- **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 .9% 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 2013-14 Budget Preparation Calendar

January 2013

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 2013

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		

March 2013

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 2013

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 2013

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 2013

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						

- 1/7/13 Operating budget kickoff instructions and forms distributed
- 1/21/13 Data entry of revenue projections to be completed by Departments
- 1/24/13 CIP project sheets due
- 1/30/13 Org. Chart and/or current Schedule of Positions corrections due
- 1/31/13 Approval of current Position Fixed Cost Listings due
- 2/4/13 Data entry of target allowances to EDEN budget worksheets completed
- 2/7/13 Department operating budget submittals due
- 2/11/13 CIP budget meetings with Departments, City Manager and Finance
- 2/25/13 Operating budget meetings with Departments, City Manager and Finance
- 3/12/13 Council Study Session, No. 1
- 5/14/13 Council Study Session, No. 2
- 6/25/13 Presentation of Budget to Council for adoption



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Budget Overview

HISTORICAL SUMMARY OF REVENUES AND EXPENDITURES BY FUND TYPE

	<u>Actual 2010/11</u>	<u>Actual 2011/12</u>	<u>Estimate 2012/13</u>	<u>Budget 2013/14</u>
<u>REVENUES</u>				
General Fund	83,274,125	85,287,114	93,196,130	90,139,158
Special Revenue	22,385,845	20,666,580	19,959,341	19,688,034
City Debt Service	1,001,410	1,001,878	999,621	20
Capital Projects	12,335,815	9,606,540	6,037,964	21,283,378
Enterprise	22,679,987	28,556,315	31,691,678	30,155,704
Internal Service	8,595,599	8,314,667	11,284,873	9,795,530
Redevelopment (Successor)	28,855,534	46,281,966	16,952,887	16,077,583
<u>Total Revenues</u>	<u>179,128,315</u>	<u>199,715,060</u>	<u>180,122,494</u>	<u>187,139,407</u>
<u>EXPENDITURES</u>				
General Fund	83,442,535	94,891,131	90,965,772	89,853,058
Special Revenue	22,784,680	19,118,155	36,939,982	21,680,767
City Debt Service	1,031,410	1,031,875	1,029,590	-
Capital Projects	23,598,980	20,189,658	11,619,819	19,054,015
Enterprise	25,207,259	25,245,738	35,355,078	31,516,493
Internal Service	11,030,913	12,805,185	18,016,954	16,100,670
Redevelopment (Successor)	43,308,937	16,761,091	34,010,220	13,482,519
<u>Total Expenditures</u>	<u>210,404,714</u>	<u>190,042,833</u>	<u>227,937,415</u>	<u>191,687,522</u>

SCHEDULE OF CHANGES IN FUND BALANCE

Fund No.	Funds	Est. Available Fund Balance 7/1/2013	Transfers In	Transfers Out	Estimated Revenues	Estimated Expenditures	Estimated Fund Balance 6/30/2014
GENERAL FUNDS							
100	General Operating Fund	6,519,163	-	2,199,251	90,139,158	89,853,058	4,606,012
TOTAL GENERAL FUNDS		6,519,163	0	2,199,251	90,139,158	89,853,058	4,606,012
SPECIAL REVENUE FUNDS							
110	Building Records Management	422,899	-	-	48,629	61,049	410,479
120	Proposition 172	1,015,774	-	-	835,261	823,338	1,027,697
125	Emergency Transport Program	-	-	-	1,591,678	1,856,128	(264,450)
130	PEG Program**	609,057	-	-	309,257	200,000	718,314
150	O.C.P.T. Building Maintenance	149,354	-	-	12,801	51,920	110,235
220	Sanitation and Sewer	4,803,647	-	-	4,713,154	6,064,821	3,451,980
245	Air Pollution Reduction	67,000	-	-	182,546	177,612	71,934
262	Traffic Improvement - Measure M	-	-	-	7,836	-	7,836
263	Traffic Improvement - Measure M2	2,092,896	-	-	2,439,066	3,220,150	1,311,812
270	Gas Tax Maintenance	422,253	350,000	-	1,348,871	2,091,241	29,883
271	Gas Tax Construction	45,531	-	-	128,239	137,964	35,806
272	Gas Tax - Proposition 111	3,271,521	-	350,000	2,822,990	2,417,900	3,326,611
273	County/O.C.T.A. Gas Tax	5,172	-	-	1,410,221	1,457,228	(41,835)
284	T.S.I.P. Area "B"	5,038,762	-	-	608,550	10,000	5,637,312
285	T.S.I.P. Area "C"	41,392	-	-	9,477	-	50,869
286	T.S.I.P. Area "D"	89,010	-	-	1,424	-	90,434
291	Santiago Hills Landscape District	462,322	-	-	573,066	781,940	253,448
293	Sycamore Crossing Landscape District	41,246	-	-	49,352	33,961	56,637
294	Del Rio Landscape Maint. District	201,518	-	-	126,687	113,990	214,215
310	C.D.B.G.	-	-	-	1,329,054	1,329,054	0
315	C.D.B.G. - Deferred Loan/Housing Rehab	104,977	-	-	1,566	-	106,543
316	Federal Rental Rehabilitation	140,257	-	-	1,796	-	142,053
317	H.O.M.E. Grant	-	-	-	293,678	293,678	0
320	California Parklands	118,994	-	-	1,634	-	120,628
340	Traffic Congestion Relief	1,124,883	-	-	10,064	-	1,134,947
350	Traffic Safety Grant	161,374	-	-	51,682	10,290	202,766
354	A.B. 3229 - COPS/State	218,822	-	-	223,174	135,605	306,391
355-7	Asset Seizure-Federal	1,245,603	-	-	427,027	232,746	1,439,884
916	Affordable Housing	4,499,053	-	-	34,723	65,000	4,468,776
921	Low/Moderate Income Housing Asset	257,333	-	-	94,531	115,152	236,712
TOTAL SPECIAL REVENUE FUNDS		26,650,650	350,000	350,000	19,688,034	21,680,767	24,657,917
400	CITY DEBT SERVICE FUND	31	30,000	0	20	0	30,051
CAPITAL PROJECT FUNDS							
500	Capital Projects	5,167,153	-	120,000	-	270,000	4,777,153
510	Park Acquisition	1,376,192	-	-	-	-	1,376,192
511	Park Acquisition - Quimby	856,292	-	-	3,196,898	325,000	3,728,190
512	El Modena Park	134,569	-	-	21,121	-	155,690
520	Sewer Construction	62,108	-	-	6,361	3,000	65,469
530	Drainage District	3,326	-	-	1,016	-	4,342
540	Old Towne Parking Facility	216,945	-	-	15,565	7,996	224,514
550	Reimbursable Capital Projects	-	-	-	17,186,040	17,186,040	0
551	Grijalva Park Fund	53,299	-	-	213	-	53,512
555	Parking in Lieu	95,407	-	-	234	-	95,641
560	Fire Facilities Fees	2,752,512	-	-	393,775	1,255,000	1,891,287
570	Police Facilities Fees	51,980	-	30,000	180,688	6,979	195,689
573	Library Facility Fees	396,581	-	-	281,467	-	678,048
596	Sycamore Crossing A.D. 95-1	28,749	-	-	-	-	28,749
TOTAL CAPITAL PROJECT FUNDS		11,195,113	0	150,000	21,283,378	19,054,015	13,274,476

SCHEDULE OF CHANGES IN FUND BALANCE

Fund No.	Funds	Est. Available Fund Balance 7/1/2013	Transfers In	Transfers Out	Estimated Revenues	Estimated Expenditures	Estimated Fund Balance 6/30/2014
ENTERPRISE FUNDS							
600	Water Utility Operations*	8,357,161	-	-	30,155,704	31,516,493	6,996,372
	TOTAL ENTERPRISE FUNDS	8,357,161	0	0	30,155,704	31,516,493	6,996,372
INTERNAL SERVICE FUNDS							
710	Equipment Expense	2,106,090		-	1,794,715	2,784,733	1,116,072
720	Equipment Replacement	8,840,541	1,099,251	-	206,405	2,604,235	7,541,962
725	Major Building Improvements	919	120,000	-	-	120,000	919
730	Self Insurance Worker's Compensation	19,753	-	-	4,214,938	3,765,610	469,081
740	Self Insurance Liability	2,112,635	250,000	-	602,906	1,869,697	1,095,844
752	Self Insurance Dental	87,400	-	-	487,680	417,519	157,561
760	Employee Accrued Liability	3,889,789		-	580,156	1,091,483	3,378,462
780	Information Systems Operations	260,265	-	-	1,691,669	1,935,170	16,764
790	Computer Replacement	871,775	850,000	-	217,061	1,512,223	426,613
	TOTAL INTERNAL SERVICE FUNDS	18,189,167	2,319,251	0	9,795,530	16,100,670	14,203,278
REDEVELOPMENT (SUCCESSOR AGENCY) FUNDS							
914	Tustin Taxable Projects	1,142,156	-	-	9,478	38,453	1,113,181
920	Obligation Retirement Fund	4,283,481	-	14,702,073	15,497,456	-	5,078,864
940	O.R.A. Merged Projects	2,740,000	6,503,535	-	433,657	5,240,361	4,436,831
941	Housing Set-Aside	-	-	-	-	103,970	(103,970)
942	NW & SW Merged 2003 Taxable Bonds	1,618,937	-	-	12,126	-	1,631,063
943	NW & SW Merged 2003 Tax Exempt	1,065,487	-	-	8,746	-	1,074,233
944	NW & SW Merged 2008 Tax Exempt	4,222,082	-	-	83,550	-	4,305,632
987	O.R.A. Merged Debt Service	6,450,466	8,198,538	-	32,570	8,099,735	6,581,839
	TOTAL REDEVELOPMENT FUNDS	21,522,609	14,702,073	14,702,073	16,077,583	13,482,519	24,117,673
	GRAND TOTAL ALL FUNDS	92,433,894	17,401,324	17,401,324	187,139,407	191,687,522	87,885,779

* Includes 601, Water Capital Projects

** New fund as of FY 13

SCHEDULE OF TRANSFERS

<u>FUND</u>	<u>FROM</u>	<u>FUND</u>	<u>TO</u>	<u>DESCRIPTION</u>	<u>AMOUNT</u>
100	General Fund	720	Equip. Replacement Fund	Vehicle Replacements	1,099,251
100	General Fund	740	Liability Fund	Citywide Liability Claims	250,000
100	General Fund	790	Computer Replacement	Replace Computer Equip	850,000
272	Gas Tax Proposition 111	270	Gas Tax Maintenance	Maintenance and Operations	350,000
500	General Fund Cap Improvmt	725	Major Bldg Improvements	Building Improvements	120,000
570	Police Facility Fees	400	City Debt Service Fund	Police Facility Debt Service	30,000
920	SAORA Obligation Retirement	940	SAORA - Capital Projects	Pass Thru	6,503,535
920	SAORA Obligation Retirement	987	SAORA Merged Debt Service	Pass Thru	8,198,538
<u>TOTAL TRANSFERS</u>					<u>\$ 17,401,324</u>

STRATEGIC PLAN FOR 2008-2014

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.

Revenues

GENERAL FUND REVENUES

The projected FY 13-14 (FY 14) General Fund revenues represent the fourth year of moderate growth as the local economy is continuing to rebound. Total General Fund revenues for FY 14 are projected to be \$90.1 million. However, the budgeted amount is \$3.1 million or 3.2% less than the FY 13 estimated revenue due to the one-time receipts from the closing out of the Redevelopment Agency fund balances in FY 13.

GENERAL FUND REVENUES BY SOURCE

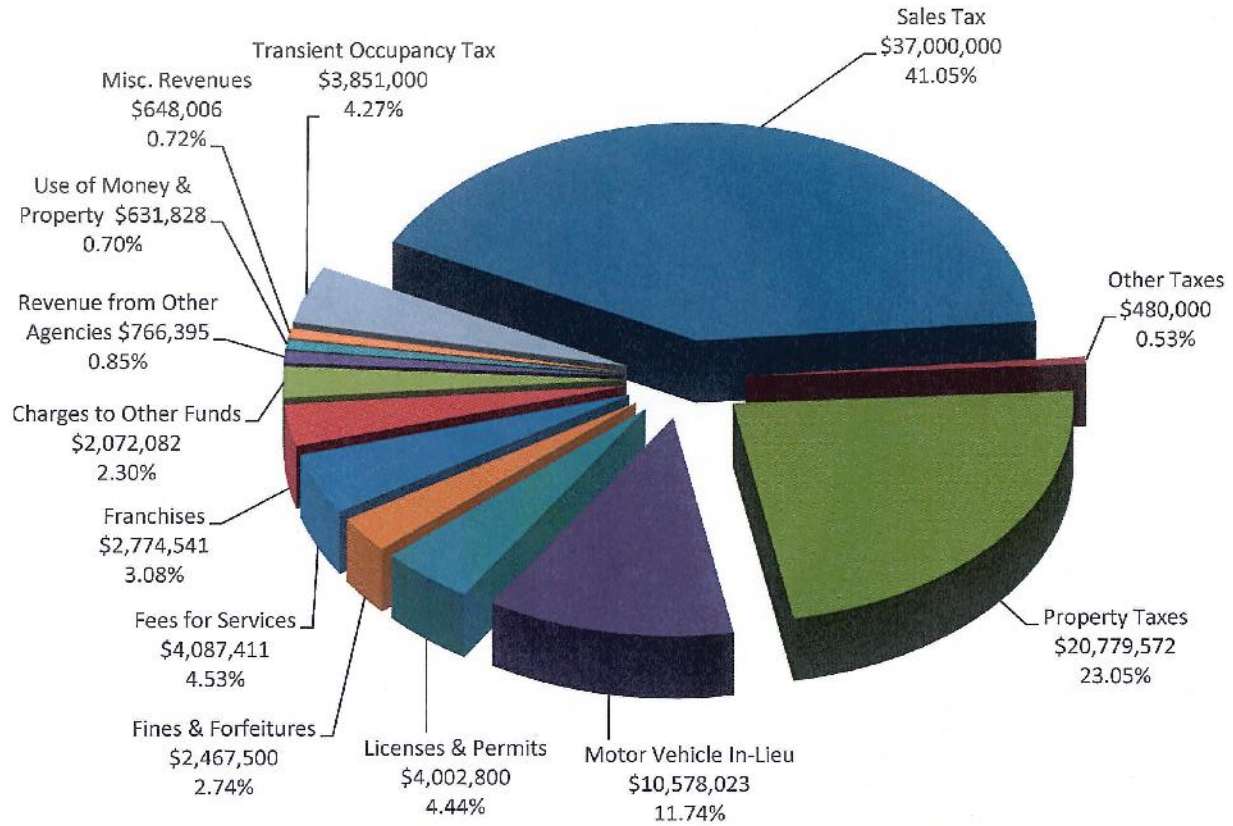
SOURCE OF REVENUE	ACTUAL 2011-12	ESTIMATE 2012-13	BUDGET 2013-14
Sales Tax	33,325,024	35,000,000	37,000,000
Property Tax	18,664,972	25,350,668	20,779,572
Transient Occupancy Tax	3,439,673	3,701,000	3,851,000
Other Taxes	415,155	480,000	480,000
Franchises	3,001,851	2,273,276	2,774,541
Licenses & Permits	4,014,008	4,002,868	4,002,800
Fines & Forfeitures	2,735,288	2,457,500	2,467,500
Use of Money & Property	1,015,496	723,409	631,828
Motor Vehicle In Lieu	10,393,791	10,443,765	10,578,023
Revenue from Other Agencies	624,102	940,780	766,395
Fees for Services	4,390,526	4,015,632	4,087,411
Miscellaneous Revenues	1,290,247	1,832,823	648,006
Inter-fund Revenue	<u>1,976,981</u>	<u>1,974,409</u>	<u>2,072,082</u>
Total General Fund Revenue	85,287,114	93,196,130	90,139,158

- **Sales Tax** is the largest source of General Fund revenue. In FY 14 the City anticipates to receive \$2.0 million more in sales tax revenue than FY 13. This estimated increase is primarily the result of increases in auto sales, sale of consumer goods, and an overall improved economy. In addition, the performance of The Outlets at Orange is expected to remain strong as they continue to add stores that enhance the center’s position as a premier shopping destination. For FY 14, we are projecting a 5.7% increase, for a total of \$37.0 million in Sales Tax revenue.
- **Property Tax** is the second largest source of General Fund revenue and is expected to be \$20.8 million, a decrease of \$4.6 million compared to FY 13 estimates. This decrease is due to the City receiving \$6.2 million in one-time property tax revenues

generated by the dissolution of the Redevelopment Agency during FY 13. In FY 14, we are only budgeting slightly more than \$1.2 million in the on-going allocation of redevelopment agency proceeds distributed from the County of Orange. Excluding redevelopment proceeds, property tax revenue is expected to grow 2.0% in FY 14 based on the rebounding of the real estate market.

- **Transient Occupancy Tax (TOT)** is anticipated to be \$3.9 million. This reflects an increase of \$150,000 or 4.1% over FY 13 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 14 by approximately \$500,000 to \$2.8 million, an increase of 22.1%. This significant increase is the result of a one-time transfer out in FY 13 of approximately \$750,000 in cablevision franchise revenue to a newly established Public Education and Government Access fund in order to comply with state law that requires the funds to be restricted.
- **Licenses and Permits** are anticipated to remain flat during the upcoming fiscal year at \$4 million.
- **Fines and Forfeitures** are also expected to remain flat in FY 14 at \$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 \$632,000, which is \$92,000 (12.7%) less than the FY 13 revenue estimate. This is mainly due to the continuation of very low interest rates which are expected to keep our average portfolio rate of return for FY 14 at 0.85%. This decrease is also due to the dissolution of the Redevelopment Agency which has resulted in our total portfolio being decreased dramatically (approximately \$40 million) as the Successor Agency has turned over its fund balances to the County.
- **Motor Vehicle in Lieu** is anticipated to increase slightly in FY 14 to an estimated \$10.6 million. While auto sales are up, the average vehicle age in California continues to stay at an historic high level.
- **Fees for Services** are projected to increase slightly by approximately \$72,000 or 1.8% to \$4.1 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 14 are projected at approximately \$648,000, a decrease of \$1,184,000 or 64.6% compared to FY 13. This decrease is primarily a result of a one-time refund in FY 13 for overcharged property tax administrative fees from the prior years.

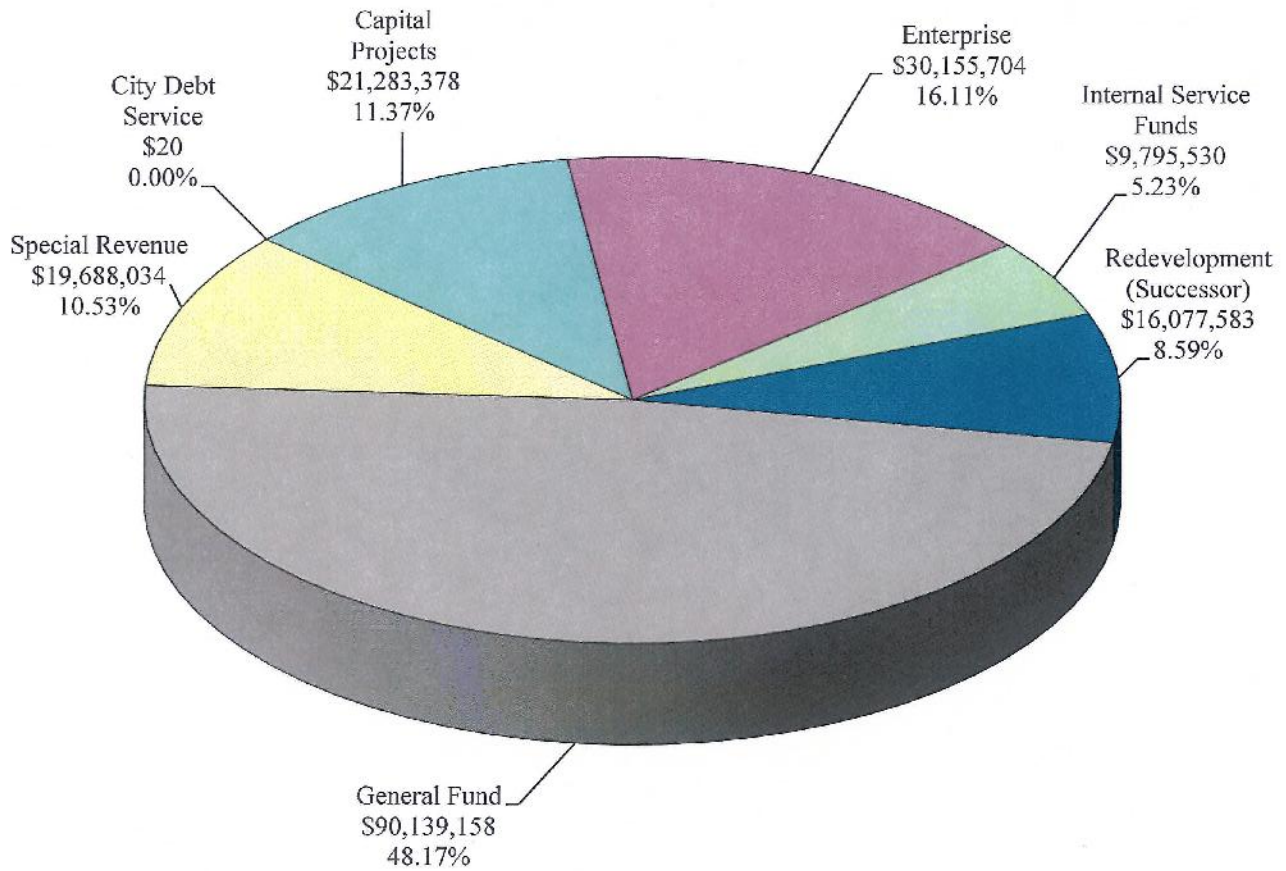
GENERAL FUND REVENUES BY FUNDING SOURCE



REVENUES FROM ALL FUNDS

The City anticipates an estimated \$187,139,407 will be received from all funds for FY 14. 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

	Actual 2010/11	Actual 2011/12	Estimate 2012/13	Budget 2013/14
<u>GENERAL FUND</u>				
Taxes	52,217,892	55,844,824	64,531,668	62,110,572
Franchises	2,771,660	3,001,851	2,273,276	2,774,541
Licenses & Permits	3,797,382	4,014,008	4,002,868	4,002,800
Fines & Forfeitures	2,592,047	2,735,288	2,457,500	2,467,500
Use of Money & Property	1,522,052	1,015,496	723,409	631,828
Revenue from Other Agencies	11,615,532	11,017,893	11,384,545	11,344,418
Fees for Services	4,494,295	4,390,526	4,015,632	4,087,411
Miscellaneous Revenues	2,002,246	1,290,247	1,832,823	648,006
Interfund Revenue	2,261,019	1,976,981	1,974,409	2,072,082
	<u>83,274,125</u>	<u>85,287,114</u>	<u>93,196,130</u>	<u>90,139,158</u>
<u>SPECIAL REVENUE FUNDS</u>				
Taxes	3,118,972	3,776,438	3,794,060	3,813,020
Franchises	-	-	749,725	308,019
Licenses & Permits	1,325	2,380	-	-
Fines & Forfeitures	57,281	64,391	58,000	58,000
Use of Money & Property	711,843	701,318	911,116	425,519
Revenue from Other Agencies	7,484,280	8,763,396	6,989,504	7,769,630
Fees for Services	10,445,031	6,602,168	6,526,398	6,714,126
Miscellaneous Revenues	567,113	756,489	930,538	599,720
	<u>22,385,845</u>	<u>20,666,580</u>	<u>19,959,341</u>	<u>19,688,034</u>
<u>CITY DEBT SERVICE FUND</u>				
Interest on Deposit With Fiscal Agents	-	-	31	20
Miscellaneous Revenues	1,001,410	1,001,878	999,590	-
	<u>1,001,410</u>	<u>1,001,878</u>	<u>999,621</u>	<u>20</u>
<u>CAPITAL PROJECTS FUNDS</u>				
Licenses & Permits	60,174	618,302	35,994	3,187,004
Use of Money & Property	148,309	145,147	94,028	78,888
Revenue from Other Agencies	7,901,688	8,362,274	4,870,599	17,186,040
Fees for Services	4,225,544	444,524	214,244	831,446
Miscellaneous Revenues	100	36,293	823,099	-
	<u>12,335,815</u>	<u>9,606,540</u>	<u>6,037,964</u>	<u>21,283,378</u>

HISTORICAL SCHEDULE OF REVENUE SOURCES
BY FUND TYPE AND CATEGORY

	Actual 2010/11	Actual 2011/12	Estimate 2012/13	Budget 2013/14
<u>ENTERPRISE FUNDS</u>				
Fines & Forfeitures	58,250	4,799	-	-
Use of Money & Property	138,473	133,253	137,756	96,162
Fees for Services	231,523	154,557	152,900	152,900
Miscellaneous Revenues	229,746	1,535,524	55,300	55,300
Interfund Revenue	334,084	323,311	146,426	132,400
Water Charges for Services	21,687,911	26,404,871	31,199,296	29,718,942
	<u>22,679,987</u>	<u>28,556,315</u>	<u>31,691,678</u>	<u>30,155,704</u>
<u>INTERNAL SERVICE FUNDS</u>				
Fees for Services	603	255	370	-
Miscellaneous Revenues	242,123	166,086	85,000	74,000
Interfund Revenue	8,352,873	8,148,326	11,199,503	9,721,530
	<u>8,595,599</u>	<u>8,314,667</u>	<u>11,284,873</u>	<u>9,795,530</u>
<u>REDEVELOPMENT (SUCCESSOR) FUNDS</u>				
Taxes	26,955,002	10,699,426	-	-
Use of Money & Property	1,576,742	1,283,171	804,041	628,991
Revenue from Other Agencies	255,555	6,566,275	16,148,846	15,448,592
Fees for Services	28,780	-	-	-
Miscellaneous Revenues	39,455	27,733,094	-	-
	<u>28,855,534</u>	<u>46,281,966</u>	<u>16,952,887</u>	<u>16,077,583</u>
GRAND TOTAL	179,128,315	199,715,060	180,122,494	187,139,407

HISTORICAL SCHEDULE OF REVENUE SOURCES BY FUND

TYPE AND FUND

	<u>Actual 2010/11</u>	<u>Actual 2011/12</u>	<u>Estimate 2012/13</u>	<u>Budget 2013/14</u>
<u>GENERAL FUND</u>				
General Fund - 100	83,274,125	85,287,114	93,196,130	90,139,158
<u>Total General Fund</u>	<u>83,274,125</u>	<u>85,287,114</u>	<u>93,196,130</u>	<u>90,139,158</u>
<u>SPECIAL REVENUE FUNDS</u>				
Building Records Management Fund - 110	49,980	62,021	49,212	48,629
Proposition 172 Fund - 120	789,812	792,658	813,569	835,261
Emergency Transport Program Fund - 125	1,541,498	1,543,712	1,592,246	1,591,678
1% PEG Program - 130	-	-	750,057	309,257
OCPT Building Maintenance Fund - 150	11,415	9,507	13,540	12,801
Sanitation and Sewer Fund - 220	5,057,182	5,112,501	4,777,702	4,713,154
Solid Waste Fund - 222	3,971,602	136,930	152	-
Air Pollution Reduction Fund - 245	157,181	171,986	161,503	182,546
Traffic Improvement - Measure M Fund - 262	1,700,331	64,520	36,377	7,836
Traffic Improvement - Measure M2 Fund - 263	-	2,397,777	2,415,050	2,439,066
Gas Tax Maintenance Fund - 270	1,319,574	1,291,858	1,296,650	1,348,871
Gas Tax Construction Fund - 271	129,905	131,939	128,646	128,239
Gas Tax - Proposition 111 Fund - 272	2,218,684	2,730,399	2,113,387	2,822,990
County/OCTA Gas Tax Fund - 273	1,471,707	1,431,694	1,410,248	1,410,221
TSIP Area "B" Fund - 284	302,553	200,914	430,132	608,550
TSIP Area "C" Fund - 285	26,892	5,139	4,265	9,477
TSIP Fund - 286	24,977	4,778	1,604	1,424
Santiago Hills Lndscpe Maint District Fund - 291	582,594	572,597	580,893	573,066
Sycamore Crossing Lndscpe Maint District Fund - 293	48,244	48,079	48,440	49,352
Del Rio Landscape Maintenance District Fund - 294	125,364	129,656	125,276	126,687
CDBG/HOME - Funds 310-318	1,439,816	2,853,376	1,729,968	1,626,094
California Parklands - 320	400,138	1,464	1,840	1,634
Traffic Congestion Relief - 340	410,927	22,512	11,330	10,064
Traffic Safety Grant - 350	70,758	50,682	51,894	51,682
Federal Police Grants - 353	7,264	38,621	-	-
AB 3229 COPS/State Grant Fund - 354	139,956	232,595	223,342	223,174
Asset Seizure Funds - 355-357	322,193	543,861	525,917	427,027
Affordable Housing - New Construction - 916	65,298	56,155	40,218	34,723
Low and Moderate Income Housing Fund - 921	-	28,649	625,883	94,531
<u>Total Special Revenue Funds</u>	<u>22,385,845</u>	<u>20,666,580</u>	<u>19,959,341</u>	<u>19,688,034</u>
<u>CITY DEBT SERVICE FUND</u>				
City Debt Service Fund - 400	1,001,410	1,001,878	999,621	20
<u>Total City Debt Service Fund</u>	<u>1,001,410</u>	<u>1,001,878</u>	<u>999,621</u>	<u>20</u>
<u>CAPITAL PROJECTS FUNDS</u>				
Capital Projects - 500	100	-	480,637	-
Park Acquisition and Development Fund - 510-512	125,222	682,514	72,628	3,218,019
Sewer Construction Fund - 520	59,682	5,599	4,659	6,361
Storm Drain Fund - 530	3,162	1,054	1,144	1,016

HISTORICAL SCHEDULE OF REVENUE SOURCES BY FUND

TYPE AND FUND

	<u>Actual 2010/11</u>	<u>Actual 2011/12</u>	<u>Estimate 2012/13</u>	<u>Budget 2013/14</u>
<u>CAPITAL PROJECTS FUNDS (Cont.)</u>				
Old Towne Parking Facility Fund - 540	16,266	15,040	16,013	15,565
Reimbursable Capital Projects Fund - 550	11,409,288	8,397,274	5,213,061	17,186,040
County Parks Fund - 551	771	663	239	213
Parking in Lieu Fund - 555	710	6,939	40,163	234
Fire Facility Fees Fund - 560	626,415	376,644	166,386	393,775
Police Facility Fees Fund - 570	69,488	57,873	21,214	180,688
Library Facility Fees - 573	23,894	46,241	21,797	281,467
Del Rio CFD 06-1 Fund - 597	817	16,699	23	-
<u>Total Capital Projects Funds</u>	<u>12,335,815</u>	<u>9,606,540</u>	<u>6,037,964</u>	<u>21,283,378</u>
<u>ENTERPRISE FUNDS</u>				
Water Utility Operations Fund - 600	22,588,748	28,118,218	28,293,506	30,155,704
Water Capital Projects Fund - 601	91,239	438,097	3,398,172	-
<u>Total Enterprise Funds</u>	<u>22,679,987</u>	<u>28,556,315</u>	<u>31,691,678</u>	<u>30,155,704</u>
<u>INTERNAL SERVICE FUNDS</u>				
Equipment Expense Fund - 710	2,983,723	2,789,773	2,990,500	1,794,715
Equipment Replacement Fund - 720	580	821,315	1,136,712	206,405
Major Building Improvements Fund - 725	-	255	370	-
Self Insurance - Worker's Compensation - 730	1,331,643	1,256,602	2,291,715	4,214,938
Self Insurance - Liability - 740	1,810,762	893,367	1,776,325	602,906
Self Insurance - Dental - 752	482,937	503,772	494,880	487,680
Employee Accrued Liability - 760	109,630	214,252	366,000	580,156
Information Systems Operations Fund - 780	1,876,256	1,773,683	1,733,491	1,691,669
Computer Replacement Fund - 790	68	61,648	494,880	217,061
<u>Total Internal Service Funds</u>	<u>8,595,599</u>	<u>8,314,667</u>	<u>11,284,873</u>	<u>9,795,530</u>
<u>REDEVELOPMENT (SUCCESSOR) FUNDS</u>				
Housing Setaside Loans & Grants Fund - 913	91,951	77,410	9,210	-
Tustin Taxable Projects Fund - 914	30,459	14,254	10,670	9,478
County Revenue - RORF Fund - 920	-	6,522,767	16,204,984	15,497,456
ORA Merged Projects - 940	850,748	26,320,471	443,423	433,657
ORA Housing Set-Aside Fund - 941	5,644,022	(1,140,812)	50,217	-
NW & SW Merged 2003 Taxable Bonds - 942	26,529	20,284	14,778	12,126
NW & SW Merged 2003 Tax Exempt Bonds - 943	16,363	13,517	9,979	8,746
NW & SW Merged 2008 Tax Exempt Bonds - 944	324,613	193,047	95,190	83,550
ORA Merged Debt Service - 987	21,870,849	14,261,028	114,436	32,570
<u>Total Redevelopment (Successor) Funds</u>	<u>28,855,534</u>	<u>46,281,966</u>	<u>16,952,887</u>	<u>16,077,583</u>
GRAND TOTAL	179,128,315	199,715,060	180,122,494	187,139,407

SCHEDULE OF REVENUE SOURCES - DETAIL GENERAL FUND

		<u>Actual</u> <u>2010/11</u>	<u>Actual</u> <u>2011/12</u>	<u>Estimate</u> <u>2012/13</u>	<u>Budget</u> <u>2013/14</u>
<u>General Fund - 100</u>					
<u>Taxes</u>					
40111	Current Secured	16,792,006	17,029,897	17,332,300	17,692,946
40112	Current Unsecured	711,174	705,858	661,000	661,000
40113	Current Supplemental	227,614	143,918	255,500	260,610
40114	Homeowners Property Tax Relief	205,961	151,732	212,600	216,852
40115	Property Tax Increment Pass Through	177,290	225,892	6,390,083	1,440,033
40121	Prior Year Secured	513,580	358,252	447,295	456,241
40122	Prior Year Unsecured	8,923	11,448	9,200	9,200
40123	Prior Year Supplemental	41,367	37,974	42,690	42,690
40510	Sales Tax	29,892,085	33,325,024	35,000,000	37,000,000
40610	Transient Occupancy Tax	3,168,653	3,439,634	3,700,000	3,850,000
40611	Penalties on Transient Occupancy Tax	280	39	1,000	1,000
40620	Real Property Transfer Tax	478,959	415,155	480,000	480,000
<u>Total Taxes</u>		<u>52,217,892</u>	<u>55,844,824</u>	<u>64,531,668</u>	<u>62,110,572</u>
<u>Franchises</u>					
41110	The Gas Company	335,675	333,751	279,161	280,000
41120	Southern California Edison	812,334	818,212	843,717	859,000
41130	Time Warner Cable	1,077,135	1,065,730	1,070,000	1,096,400
41140	ATT Cable Franchise	325,504	410,189	435,000	444,000
41150	Franchise - Other	74,866	74,991	93,144	95,141
41160	PEG from Cable Franchises	146,146	298,978	(447,746)	-
<u>Total Franchises</u>		<u>2,771,660</u>	<u>3,001,851</u>	<u>2,273,276</u>	<u>2,774,541</u>
<u>Licenses & Permits</u>					
42110	Business Licenses	2,350,479	2,324,445	2,330,000	2,390,000
42120	Bicycle Licenses	216	192	200	200
42210	Building Permits	654,924	764,722	800,000	750,000
42220	Plumbing Permits	57,836	72,900	81,000	80,000
42230	Electrical Permits	145,364	207,159	170,000	170,000
42235	Mechanical Permits	94,473	143,790	130,000	130,000
42240	Banner and Temporary Sign Permits	8,590	7,200	6,000	5,000
42260	Sewer Permits (Building)	36,516	16,505	30,000	20,000
42270	Grading Permits	1,460	1,400	1,000	1,000
42280	DPW Special Permits	36,454	32,780	30,000	30,000
42281	Outdoor Dining Permits	5,615	5,061	5,000	5,000
42285	Enroachment Permits	21,617	28,065	22,000	30,000
42410	Parking Permits	4,425	4,020	4,050	6,075
42420	SMDA & ERF Admin	-	-	263	525
42430	State SMIP Permit Fees	732	912	3,000	3,000

SCHEDULE OF REVENUE SOURCES - DETAIL GENERAL FUND

	<u>Actual 2010/11</u>	<u>Actual 2011/12</u>	<u>Estimate 2012/13</u>	<u>Budget 2013/14</u>
<u>Licenses & Permits (Cont.)</u>				
42435 SB 1473 Green Billing Fee - California	423	549	1,500	2,000
42440 Annual Fire Permit Fees	324,004	363,087	350,000	350,000
42450 Underground Tank Permit Fees	31,198	29,960	30,800	30,000
42480 User Group Maintenance Fees	23,056	11,260	8,055	-
<u>Total Licenses & Permits</u>	<u>3,797,382</u>	<u>4,014,008</u>	<u>4,002,868</u>	<u>4,002,800</u>
<u>Fines & Forfeitures</u>				
43110 Vehicle Code Fines	844,741	832,058	850,000	850,000
43116 Delinquent Penalties	161,895	123,665	127,500	137,500
43210 Fines - City Ordinances	1,472,713	1,691,324	1,400,000	1,400,000
43215 Penalties & Forfeitures	19,148	5,688	-	-
43410 Library Fines	93,550	82,553	80,000	80,000
<u>Total Fines & Forfeitures</u>	<u>2,592,047</u>	<u>2,735,288</u>	<u>2,457,500</u>	<u>2,467,500</u>
<u>Use of Money & Property</u>				
44100 Principal Repayments	(1)	-	-	-
44110 Interest on Investments	762,274	616,613	420,217	326,977
44120 Interest on Tax Collections	7,651	6,170	8,000	8,000
44140 Interest Earned-Interfund Loans	525,776	104,828	-	-
44210 Rents & Concessions	193,643	222,432	232,292	233,951
44212 Cell Phone Tower Rental Revenue	32,709	65,453	62,900	62,900
<u>Total Interest Earnings</u>	<u>1,522,052</u>	<u>1,015,496</u>	<u>723,409</u>	<u>631,828</u>
<u>Revenue From Other Agencies</u>				
45150 Federal Grant Revenue	33,334	2,950	-	-
45210 State Motor Vehicle in Lieu	10,903,030	10,393,791	10,443,765	10,578,023
4528x State Library Subventions	6,395	3,658	-	-
45290 State Grant Funds	211,427	157,420	286,230	-
45330 State Reimbursement - Mandated Costs	124,665	43,972	48,000	48,000
45491 County Theo Lacy Agreement	213,699	281,209	300,000	300,000
45495 Other Grant Revenue	122,982	134,894	226,550	418,395
45560 Revenue from Private Developers	-	-	80,000	-
<u>Total Revenue From Other Agencies</u>	<u>11,615,532</u>	<u>11,017,894</u>	<u>11,384,545</u>	<u>11,344,418</u>

SCHEDULE OF REVENUE SOURCES - DETAIL
GENERAL FUND

	Actual 2010/11	Actual 2011/12	Estimate 2012/13	Budget 2013/14
<u>Fees for Services</u>				
46110 Zoning Change Fees	1,092	1,414	1,900	1,000
46111 Zone Clearance (Counter Review)	30,120	32,760	30,000	30,000
46130 Development Related Services	279,221	296,169	182,100	176,000
46140 Non-deposit Based Application Fees	3,286	1,585	300	2,000
46150 Plan Checking Fees (Building)	409,577	492,708	350,000	350,000
46151 Security Plan Check Fees	3,213	819	2,500	2,000
46250 Admin Fee	-	-	10,000	-
46260 Mills Act Fees	18,670	13,030	9,000	9,000
46310 Plan Checking Fees (Public Works)	5,060	7,279	5,000	5,000
46320 Encroachment Inspection Fee	39,123	54,350	35,000	40,000
46420 Weed and Lot Cleaning	-	-	-	5,000
46520 Aquatics	51,258	47,374	97,703	97,703
46530 Recreation Events	104,587	140,597	135,615	140,807
46531 Summer Playground - Recreation Activities	60,121	54,118	74,045	74,045
46540 Recreation Classes	548,502	507,248	438,535	438,535
46621 Massage Processing Fee	140	980	-	-
46622 ABC License Fee	14,400	22,400	15,000	15,000
46630 Alarm Services	43,684	(878)	-	-
46670 Police Tow Release Charge	35,250	34,100	35,000	35,000
46671 Private Property Impound Fees	16,450	19,334	18,000	18,000
46680 Abandoned Vehicle Reimbursement	189,827	97,967	-	-
46690 False Alarms	83,308	90,218	90,000	105,000
46711 Paramedic Enrollment	481,326	496,290	510,000	510,000
46712 Paramedic Direct Fees	970,094	880,286	910,677	910,677
46713 Medical Supplies Charges	100,264	100,604	104,069	104,069
46720 Plan Review-Construction Inspection	83,585	101,738	70,000	100,000
46730 Safety/Hazard Permits	4,389	4,806	3,800	4,500
46740 Report Fees	90,138	88,040	90,700	90,700
46760 Fire Investigations (Restitution)	335	3,633	4,000	2,000
46761 Small Spill	1,864	267	4,000	4,000
46772 Hazardous Materials Disclosure	185,622	181,926	154,663	173,000
46790 Other Fire Services	1,355	(414)	1,200	1,200
46810 Non-Compliance Fee	50,535	34,681	40,000	40,000
46820 New Processing Fee	148,128	160,427	170,000	170,000
46830 Renewal Processing Fee	366,459	359,191	350,000	350,000
46911 Library Local History Fees	552	136	50	100
46920 Witness Fees	6,632	4,278	6,900	8,200
46930 Filing & Certification Fees	198	-	275	275

SCHEDULE OF REVENUE SOURCES - DETAIL GENERAL FUND

	<u>Actual 2010/11</u>	<u>Actual 2011/12</u>	<u>Estimate 2012/13</u>	<u>Budget 2013/14</u>
<u>Fees for Services (Cont.)</u>				
46935 Passport Processing Fee	26,800	25,312	25,000	33,000
46936 Passport Photo Fee	7,450	7,147	5,500	6,700
46940 Plans & Specification Charges	849	1,685	1,500	1,300
46950 Appeals (City Council & Planning Comm)	-	135	1,000	1,000
46955 Other Charges for Services	30,831	26,785	32,600	32,600
<u>Total Fees for Services</u>	<u>4,494,295</u>	<u>4,390,526</u>	<u>4,015,632</u>	<u>4,087,411</u>
<u>Miscellaneous Revenue</u>				
48110 Sale of Real & Personal Property	857,304	276,535	3,015	-
48130 Sale of Junk & Waste	2,131	2,074	2,445	-
48140 Sale of Maps, Documents, Copies	23,297	21,314	17,100	17,100
48210 Expense Reimbursements	409,258	498,870	478,620	228,925
48212 Reimbursement from O.E.S.	17,605	20,862	30,000	30,000
48221 Reimbursement - P.O.S.T. Salaries	19,534	16,221	20,086	25,000
48250 Reimbursement - Street Fair	147,259	163,617	176,583	180,000
48265 Reimbursement - Postage	2,730	2,565	2,500	2,500
48280 Reimbursement - Assess Dist Admin	4,082	4,082	-	-
48282 General Plan Amendment Update Surcharge	40,704	53,321	45,000	45,000
48350 Cash Overages/Shortages	(78)	36	11	-
48363 Restitution	8,160	13,551	8,000	8,000
48365 Miscellaneous Rebates	13,335	7,179	2,535	-
48380 Other Miscellaneous Revenue	114,048	53,379	896,180	17,600
48382 Library Pre-Paid Card	26,684	23,347	27,000	27,000
48390 Donations	306,791	130,658	122,626	61,000
48420 Filming Productions	9,402	2,636	1,122	5,881
<u>Total Miscellaneous Revenue</u>	<u>2,002,246</u>	<u>1,290,247</u>	<u>1,832,823</u>	<u>648,006</u>
<u>Interfund Revenue</u>				
49031 G & A Admin - G.O. Funds	2,261,019	1,976,981	1,974,409	2,072,082
<u>Total Interfund Revenue</u>	<u>2,261,019</u>	<u>1,976,981</u>	<u>1,974,409</u>	<u>2,072,082</u>
<u>TOTAL GENERAL FUND</u>	<u>83,274,125</u>	<u>85,287,114</u>	<u>93,196,130</u>	<u>90,139,158</u>

SCHEDULE OF REVENUE SOURCES - DETAIL

SPECIAL REVENUE FUNDS

		<u>Actual 2010/11</u>	<u>Actual 2011/12</u>	<u>Estimate 2012/13</u>	<u>Budget 2013/14</u>
<u>Building Records Mgt. Fund - 110</u>					
44110	Interest on Investments	6,258	5,051	5,212	4,629
44110	Building Records Mgt. Fee	43,722	56,970	44,000	44,000
<u>Total Building Records Mgt.</u>		<u>49,980</u>	<u>62,021</u>	<u>49,212</u>	<u>48,629</u>
<u>Proposition 172 Fund - 120</u>					
40510	Sales Tax	783,923	784,136	804,000	828,000
44110	Interest on Investments	5,889	8,522	9,569	7,261
<u>Total Proposition 172</u>		<u>789,812</u>	<u>792,658</u>	<u>813,569</u>	<u>835,261</u>
<u>EMT Transport Fund - 125</u>					
44110	Interest on Investments	12,477	9,500	5,091	4,523
46780	EMT Transportation	1,529,021	1,534,212	1,587,155	1,587,155
<u>Total EMT Transport</u>		<u>1,541,498</u>	<u>1,543,712</u>	<u>1,592,246</u>	<u>1,591,678</u>
<u>1% PEG Fund - 130</u>					
41160	PEG from Cable Franchises	-	-	749,725	308,019
44110	Interest on Investments	-	-	332	1,238
<u>Total PEG</u>		<u>-</u>	<u>-</u>	<u>750,057</u>	<u>309,257</u>
<u>OCPT Building Maintenance Fund - 150</u>					
44110	Interest on Investments	2,065	1,857	2,140	1,901
44210	Rents & Concessions	9,350	7,650	11,400	10,900
<u>Total OCPT Building Maintenance</u>		<u>11,415</u>	<u>9,507</u>	<u>13,540</u>	<u>12,801</u>
<u>Sanitation and Sewer Fund - 220</u>					
42280	Special Permits	1,325	2,380	-	-
43116	Delinquent Penalty	57,281	64,391	58,000	58,000
44110	Interest on Investments	117,068	97,258	67,148	59,643
45290	State Grant Funds	156,009	112,516	55,043	-
4613x	Development Related Services	9,085	18,084	17,000	15,000
46470	City Sanitation Services	1,075	995	1,200	1,200
46480	Stormwater/Environmental Compliance	1,290,511	1,325,246	1,300,000	1,300,000
46481	Street Sweeping	1,297,902	1,332,486	1,300,000	1,300,000
46482	Tree Trimming	881,263	896,292	863,000	863,000
46483	Sewer Maintenance	1,113,372	1,145,501	1,000,000	1,000,000
46560	Street Tree Removal/Planting	7,404	2,071	3,000	3,000
46940	Plans & Specification Charges	330	-	-	-
46955	Other Charges for Services	5,311	5,311	5,311	5,311
46965	Establishment Fee	17,954	17,256	14,000	14,000
48210	Expense Reimbursements	9,756	5,678	5,000	5,000
48311	Bus Shelter Advertising	91,536	87,036	89,000	89,000
<u>Total Sanitation & Sewer</u>		<u>5,057,182</u>	<u>5,112,501</u>	<u>4,777,702</u>	<u>4,713,154</u>

SCHEDULE OF REVENUE SOURCES - DETAIL SPECIAL REVENUE FUNDS

	<u>Actual 2010/11</u>	<u>Actual 2011/12</u>	<u>Estimate 2012/13</u>	<u>Budget 2013/14</u>
<u>Solid Waste Fund - 222</u>				
46410 Refuse Collection Charges	3,970,532	133,966	-	-
48210 Expense Reimbursements	1,070	2,964	152	-
<u>Total Solid Waste</u>	<u>3,971,602</u>	<u>136,930</u>	<u>152</u>	<u>-</u>
<u>SB2766 Air Pollution Reduction Fund - 245</u>				
44110 Interest on Investments	116	147	503	446
45530 Revenue from Other Public Agencies	157,065	171,839	161,000	182,100
<u>Total SB2766 Air Pollution Reduction</u>	<u>157,181</u>	<u>171,986</u>	<u>161,503</u>	<u>182,546</u>
<u>Measure M Traffic Improvement Fund - 262</u>				
40520 Measure M Tax	1,627,167	-	-	-
44110 Interest on Investments	57,718	46,559	17,645	7,836
44210 Rents & Concessions	14,121	17,211	18,000	-
46940 Plans & Specification Charges	1,325	750	732	-
<u>Total Measure M Traffic Improvement</u>	<u>1,700,331</u>	<u>64,520</u>	<u>36,377</u>	<u>7,836</u>
<u>Measure M2 Traffic Improvement Fund - 263</u>				
40520 Measure M Tax	-	2,288,421	2,282,060	2,282,060
44110 Interest on Investments	-	4,556	22,990	28,256
44210 Rents & Concessions	-	-	-	18,000
45495 Other Grant	-	104,800	110,000	110,000
46940 Plans & Specification Charges	-	-	-	750
<u>Total Measure M2 Traffic Improvement</u>	<u>-</u>	<u>2,397,777</u>	<u>2,415,050</u>	<u>2,439,066</u>
<u>Special Gas Tax Maintenance Fund - 270</u>				
44110 Interest on Investments	8,515	9,373	7,398	6,572
45221 State Gas Tax 2106	347,206	334,760	318,521	336,745
45222 State Gas Tax 2107	977,831	931,999	957,731	992,554
45223 State Gas Tax 2107.5	10,000	10,000	10,000	10,000
48210 Expense Reimbursements	(24,785)	5,726	3,000	3,000
48380 Other Miscellaneous Revenue	807	-	-	-
<u>Total Special Gas Tax Maintenance</u>	<u>1,319,574</u>	<u>1,291,858</u>	<u>1,296,650</u>	<u>1,348,871</u>

SCHEDULE OF REVENUE SOURCES - DETAIL
SPECIAL REVENUE FUNDS

	<u>Actual 2010/11</u>	<u>Actual 2011/12</u>	<u>Estimate 2012/13</u>	<u>Budget 2013/14</u>
<u>Special Gas Tax Construction Fund - 271</u>				
44110 Interest on Investments	10,405	5,466	3,646	3,239
44111 Interest on Deposits	25	-	-	-
45221 State Gas Tax 2106	114,756	120,000	120,000	120,000
46130 Development Related Services	4,300	6,473	5,000	5,000
48210 Expense Reimbursements	419	-	-	-
<u>Total Special Gas Tax Construction</u>	<u>129,905</u>	<u>131,939</u>	<u>128,646</u>	<u>128,239</u>
<u>Proposition 111 Fund - 272</u>				
44110 Interest on Investments	72,550	87,101	68,148	60,530
44210 Rents & Concessions	62,846	74,499	75,900	75,900
45220 State Gas Tax	732,150	649,323	607,746	666,664
45224 Prop 42 Replacement Gas Tax 7360	1,351,138	1,919,021	1,361,593	2,019,896
46940 Plans & Specification Charges	-	455	-	-
<u>Total Proposition 111</u>	<u>2,218,684</u>	<u>2,730,399</u>	<u>2,113,387</u>	<u>2,822,990</u>
<u>County/OCTA Gas Tax Fund - 273</u>				
44110 Interest on Investments	2,846	2,887	248	221
45220 State Gas Tax	1,400,000	1,400,000	1,400,000	1,400,000
48210 Expense Reimbursements	68,861	28,807	10,000	10,000
<u>Total County/OCTA Gas Tax</u>	<u>1,471,707</u>	<u>1,431,694</u>	<u>1,410,248</u>	<u>1,410,221</u>
<u>TSIP Area B Fund - 284</u>				
44110 Interest on Investments	76,808	68,129	50,132	44,529
46360 TSIP Fees	225,745	132,785	380,000	564,021
<u>Total TSIP Area B</u>	<u>302,553</u>	<u>200,914</u>	<u>430,132</u>	<u>608,550</u>
<u>TSIP Area C Fund - 285</u>				
44110 Interest on Investments	10,632	5,139	4,265	3,788
46360 TSIP Fees	16,260	-	-	5,689
<u>Total TSIP Area C</u>	<u>26,892</u>	<u>5,139</u>	<u>4,265</u>	<u>9,477</u>

SCHEDULE OF REVENUE SOURCES - DETAIL SPECIAL REVENUE FUNDS

		<u>Actual 2010/11</u>	<u>Actual 2011/12</u>	<u>Estimate 2012/13</u>	<u>Budget 2013/14</u>
<u>TSIP Fund - 286</u>					
44110	Interest on Investments	22,747	3,993	1,604	1,424
44111	Interest on Deposits	100	-	-	-
46940	Plans & Specification Charges	2,130	785	-	-
	<u>Total TSIP</u>	<u>24,977</u>	<u>4,778</u>	<u>1,604</u>	<u>1,424</u>
<u>Santiago Hills Landscape Maintenance District Fund - 291</u>					
40350	Irvine Landscape & Lighting District	537,980	530,867	540,000	532,000
44110	Interest on Investments	6,988	6,379	4,893	4,346
48230	Reimbursement - Landscape Maintenance	37,626	35,351	36,000	36,720
	<u>Total Santiago Hills LMD</u>	<u>582,594</u>	<u>572,597</u>	<u>580,893</u>	<u>573,066</u>
<u>Sycamore Crossing Landscape Maintenance District Fund - 293</u>					
40330	Assessments - Landscape	47,947	47,798	48,000	48,960
44110	Interest on Investments	297	281	440	392
	<u>Total Sycamore Crossing LMD</u>	<u>48,244</u>	<u>48,079</u>	<u>48,440</u>	<u>49,352</u>
<u>Del Rio CFD 06-01 Fund - 294</u>					
40111	Property Tax-Current Secured	521	-	-	-
40330	Assessments - Landscape	121,434	125,216	120,000	122,000
44110	Interest on Investments	3,409	4,440	5,276	4,687
	<u>Total Del Rio CFD 06-01</u>	<u>125,364</u>	<u>129,656</u>	<u>125,276</u>	<u>126,687</u>
<u>Community Development Block Grant Fund - 310</u>					
45120	Federal HUD Grants	1,078,551	1,299,266	1,288,398	1,329,054
	<u>Total Community Development Block Grant</u>	<u>1,078,551</u>	<u>1,299,266</u>	<u>1,288,398</u>	<u>1,329,054</u>
<u>Community Development Block Grant Under Recov & Reinv Fund - 311</u>					
45120	Federal HUD Grants	30,084	-	10,916	-
	<u>Total Community Development Block Grant Under Recov & Reinv</u>	<u>30,084</u>	<u>-</u>	<u>10,916</u>	<u>-</u>
<u>CDBG - Housing Rehab/Loans Fund - 315</u>					
44010	Principal & Revenue Abatements	(427)	(89,218)	-	-
44100	Principal Repayments	-	88,500	-	-
44110	Interest on Investments	427	718	1,763	1,566
44151	Interest - Deferred Loans	-	35,998	-	-
48210	Expense Reimbursement	-	2,387	-	-
	<u>Total CDBG Housing Rehab/Loans</u>	<u>-</u>	<u>38,385</u>	<u>1,763</u>	<u>1,566</u>

SCHEDULE OF REVENUE SOURCES - DETAIL
SPECIAL REVENUE FUNDS

	<u>Actual 2010/11</u>	<u>Actual 2011/12</u>	<u>Estimate 2012/13</u>	<u>Budget 2013/14</u>
<u>Federal Rental Rehabilitation Fund - 316</u>				
44110 Interest on Investments	2,008	1,727	2,022	1,796
<u>Total Federal Rental Rehabilitation</u>	<u>2,008</u>	<u>1,727</u>	<u>2,022</u>	<u>1,796</u>
<u>HUD Rental Rehab/H.O.M.E. Fund - 317</u>				
44010 Principal & Revenue Abatements	(9,630)	(10,246)	(10,037)	(10,254)
44100 Principal Repayments	9,647	9,846	10,037	10,254
44110 Interest on Investments	2,141	1,630	2,446	2,173
44151 Interest - Deferred Loans	73,478	73,410	57,707	5,258
45120 Federal HUD Grants	23,248	1,264,256	304,516	286,247
<u>Total HUD Rental Rehab/H.O.M.E.</u>	<u>98,884</u>	<u>1,338,896</u>	<u>364,669</u>	<u>293,678</u>
<u>HPRP Homeless Prev & Rapid Rehousing Fund - 318</u>				
45120 Federal HUD Grants	230,289	175,102	62,200	-
<u>Total HPRP Homeless Prev & Rapid Rehousing</u>	<u>230,289</u>	<u>175,102</u>	<u>62,200</u>	<u>-</u>
<u>California Parklands Fund - 320</u>				
44110 Interest on Investments	138	1,464	1,840	1,634
45290 State Grant Funds	400,000	-	-	-
<u>Total State SB821 Grant</u>	<u>400,138</u>	<u>1,464</u>	<u>1,840</u>	<u>1,634</u>
<u>Traffic Congestion Relief Fund - 340</u>				
44110 Interest on Investments	52,979	22,512	11,330	10,064
45320 State Revenue - Other	328,733	-	-	-
46940 Plans & Specification Charges	1,330	-	-	-
48212 Reimbursement from O.E.S.	27,885	-	-	-
<u>Total Traffic Congestion Relief</u>	<u>410,927</u>	<u>22,512</u>	<u>11,330</u>	<u>10,064</u>
<u>Traffic Safety Grant Fund - 350</u>				
44110 Interest on Investments	577	1,182	1,894	1,682
46670 Police Tow Release Charge	70,181	49,500	50,000	50,000
<u>Total Traffic Safety Grant</u>	<u>70,758</u>	<u>50,682</u>	<u>51,894</u>	<u>51,682</u>
<u>Federal Police Grants Fund - 353</u>				
45150 State Revenue - Other	7,264	38,621	-	-
<u>Total Federal Police Grants</u>	<u>7,264</u>	<u>38,621</u>	<u>-</u>	<u>-</u>

SCHEDULE OF REVENUE SOURCES - DETAIL SPECIAL REVENUE FUNDS

		<u>Actual 2010/11</u>	<u>Actual 2011/12</u>	<u>Estimate 2012/13</u>	<u>Budget 2013/14</u>
<u>AB 3229 COPS Fund - 354</u>					
44110	Interest on Investments	-	702	1,502	1,334
45320	State Revenue-Other	139,956	231,893	221,840	221,840
<u>Total AB 3229 COPS</u>		<u>139,956</u>	<u>232,595</u>	<u>223,342</u>	<u>223,174</u>
<u>Asset Seizure - Federal Fund - 355</u>					
44110	Interest on Investments	13,307	12,004	12,366	10,984
4841x	Revenue from Asset Seizure	259,649	492,986	497,000	400,000
<u>Total Asset Seizure - Federal</u>		<u>272,956</u>	<u>504,990</u>	<u>509,366</u>	<u>410,984</u>
<u>Asset Seizure - State (85%) Fund - 356</u>					
44110	Interest on Investments	2,672	1,555	1,495	1,328
44112	Misc. Adjustments to Investment Income	(6,869)	(2,308)	-	-
48410	Revenue from Asset Seizure	42,982	30,951	10,000	10,000
<u>Total Asset Seizure - State (85%)</u>		<u>38,785</u>	<u>30,198</u>	<u>11,495</u>	<u>11,328</u>
<u>Asset Seizure - State (15%) Fund - 357</u>					
44110	Interest on Investments	2,867	2,261	3,056	2,715
48210	Expense Reimbursement	-	950	-	-
48410	Revenue from Asset Seizure	7,585	5,462	2,000	2,000
<u>Total Asset Seizure - State (15%)</u>		<u>10,452</u>	<u>8,673</u>	<u>5,056</u>	<u>4,715</u>
<u>Affordable Housing - New Construction Fund - 916</u>					
44110	Interest on Investments	65,298	56,155	40,218	34,723
<u>Total Affordable Housing - New Construction</u>		<u>65,298</u>	<u>56,155</u>	<u>40,218</u>	<u>34,723</u>
<u>Low and Moderate Income Housing Asset Fund - 921</u>					
44010	Loan Principal Abatement	-	(53,797)	-	-
44100	Principal Repayments	-	53,797	233,777	65,429
44110	Interest on Investments	-	538	4,344	3,859
44151	Interest - Deferred Loans	-	26,603	153,376	25,243
44154	1st Time Homebuyer Loan Interest	-	288	-	-
48380	Other Miscellaneous Revenue	-	1,220	3,174	-
48510	Revenue from Deferred Promissory Note	-	-	300,000	-
48515	Gain/loss from Promissory Note	-	-	(68,788)	-
<u>Total Low and Moderate Income Housing Asset</u>		<u>-</u>	<u>28,649</u>	<u>625,883</u>	<u>94,531</u>
<u>TOTAL SPECIAL REVENUE FUNDS</u>		<u>22,385,845</u>	<u>20,666,580</u>	<u>19,959,341</u>	<u>19,688,034</u>

SCHEDULE OF REVENUE SOURCES - DETAIL
DEBT SERVICE FUND

	<u>Actual 2010/11</u>	<u>Actual 2011/12</u>	<u>Estimate 2012/13</u>	<u>Budget 2013/14</u>
<u>Debt Service Fund - 400</u>				
44130 Interest on Deposit With Fiscal Agents	-	10	31	20
48271 Reimbursement - Police COP Lease	1,001,410	1,001,868	999,590	-
<u>Total Debt Service</u>	<u>1,001,410</u>	<u>1,001,878</u>	<u>999,621</u>	<u>20</u>
<u>TOTAL DEBT SERVICE FUND</u>	1,001,410	1,001,878	999,621	20

SCHEDULE OF REVENUE SOURCES - DETAIL CAPITAL PROJECTS FUNDS

	<u>Actual 2010/11</u>	<u>Actual 2011/12</u>	<u>Estimate 2012/13</u>	<u>Budget 2013/14</u>
<u>Capital Projects Fund - 500</u>				
48210 Expense Reimbursements	-	-	480,637	-
48390 Donations	100	-	-	-
<u>Total Capital Projects</u>	<u>100</u>	<u>-</u>	<u>480,637</u>	<u>-</u>
<u>Park Acquisition & Development Fund - 510</u>				
42290 Park Acquisition Fees	47,964	606,872	16,000	-
44110 Interest on Investments	10,166	12,528	13,064	10,604
<u>Total Park Acquisition & Development</u>	<u>58,130</u>	<u>619,400</u>	<u>29,064</u>	<u>10,604</u>
<u>Park Acquisition & Development (Quimby) Fund - 511</u>				
42290 Park Acquisition Fees	-	-	7,994	3,175,004
44110 Interest on Investments	29,870	23,201	13,837	11,290
48210 Expense Reimbursements	-	1,293	-	-
<u>Total Park Acquisition & Develop (Quimby)</u>	<u>29,870</u>	<u>24,494</u>	<u>21,831</u>	<u>3,186,294</u>
<u>EI Modena Park Facilities Fund - 512</u>				
44110 Interest on Investments	670	1,021	2,478	2,201
44212 Cell Phone Tower Rent Revenue	36,552	37,599	19,255	18,920
<u>Total EI Modena Park Facilities Fund</u>	<u>37,222</u>	<u>38,620</u>	<u>21,733</u>	<u>21,121</u>
<u>Sewer Construction Fund - 520</u>				
44110 Interest on Investments	1,929	2,099	2,659	2,361
46430 Frontage Charges - Sewer	57,753	3,500	2,000	4,000
<u>Total Sewer Construction</u>	<u>59,682</u>	<u>5,599</u>	<u>4,659</u>	<u>6,361</u>
<u>Storm Drain Fund - 530</u>				
44110 Interest on Investments	3,162	1,054	1,144	1,016
<u>Total Storm Drain</u>	<u>3,162</u>	<u>1,054</u>	<u>1,144</u>	<u>1,016</u>

SCHEDULE OF REVENUE SOURCES - DETAIL CAPITAL PROJECTS FUNDS

	<u>Actual 2010/11</u>	<u>Actual 2011/12</u>	<u>Estimate 2012/13</u>	<u>Budget 2013/14</u>	
<u>Old Towne Parking Facility Fund - 540</u>					
42410	Parking Permits	12,210	11,430	12,000	12,000
44110	Interest on Investments	4,056	3,610	4,013	3,565
	<u>Total Old Towne Parking Facility</u>	<u>16,266</u>	<u>15,040</u>	<u>16,013</u>	<u>15,565</u>
<u>Capital Projects Grant Fund - 550</u>					
44111	Interest on Deposits	5,766	-	-	-
45110	Reimbursable Revenues	1,682,731	2,714,456	1,392,700	-
45150	Federal Grant Revenue	1,159,922	644,169	67,325	-
45290	State Grant Funds	1,229,935	434,152	-	-
45320	State Revenue - Other	247,359	89,908	41,304	-
45460	County Grants	1,909,406	2,321,905	813,325	17,186,040
45490	County Revenue Other	1,672,335	1,998,684	2,334,041	-
45495	Other Grant Revenue	-	-	221,904	-
45560	Revenue from Private Developers	-	159,000	-	-
46240	Development Agreements	2,028,346	-	-	-
46940	Plans & Specification Charge	1,473,488	-	-	-
48210	Expense Reimbursements	-	35,000	342,462	-
	<u>Total Capital Projects Grant</u>	<u>11,409,288</u>	<u>8,397,274</u>	<u>5,213,061</u>	<u>17,186,040</u>
<u>County Park Grants Fund - 551</u>					
44110	Interest on Investments	771	663	239	213
	<u>Total County Park Grants</u>	<u>771</u>	<u>663</u>	<u>239</u>	<u>213</u>
<u>Parking-in-Lieu Fund - 555</u>					
44110	Interest on Investments	710	639	263	234
46365	Parking-in-lieu Fees	-	6,300	39,900	-
	<u>Total Parking-in-Lieu</u>	<u>710</u>	<u>6,939</u>	<u>40,163</u>	<u>234</u>
<u>Fire Facility Fees Fund - 560</u>					
44110	Interest on Investments	23,519	25,521	25,472	21,625
44140	Interest on Inter-fund Loans	24,561	15,174	6,280	2,150
46701	Fire Facilities & Equipment	577,965	335,949	134,634	370,000
46940	Plans & Specification Charges	370	-	-	-
	<u>Total Fire Facility Fees Fund - 560</u>	<u>626,415</u>	<u>376,644</u>	<u>166,386</u>	<u>393,775</u>

SCHEDULE OF REVENUE SOURCES - DETAIL
CAPITAL PROJECTS FUNDS

	<u>Actual 2010/11</u>	<u>Actual 2011/12</u>	<u>Estimate 2012/13</u>	<u>Budget 2013/14</u>
<u>Police Facility Fees Fund - 570</u>				
44110 Interest on Investments	290	331	214	190
46610 Police Facility Fees	<u>69,198</u>	<u>57,542</u>	<u>21,000</u>	<u>180,498</u>
<u>Total Police Facility Fees</u>	<u>69,488</u>	<u>57,873</u>	<u>21,214</u>	<u>180,688</u>
<u>Library Facility Fees Fund - 573</u>				
44110 Interest on Investments	5,470	5,008	5,087	4,519
46510 Library Impact Fees	<u>18,424</u>	<u>41,233</u>	<u>16,710</u>	<u>276,948</u>
<u>Total Library Facility Fees</u>	<u>23,894</u>	<u>46,241</u>	<u>21,797</u>	<u>281,467</u>
<u>Del Rio CFD 06-01 Fund - 597</u>				
44130 Interest on Deposit With Fiscal Agents	<u>817</u>	<u>16,699</u>	<u>23</u>	<u>-</u>
<u>Total Del Rio CFD 06-01</u>	<u>817</u>	<u>16,699</u>	<u>23</u>	<u>-</u>
<u>TOTAL CAPITAL PROJECTS FUNDS</u>	<u>12,335,815</u>	<u>9,606,540</u>	<u>6,037,964</u>	<u>21,283,378</u>

SCHEDULE OF REVENUE SOURCES - DETAIL ENTERPRISE FUNDS

	<u>Actual</u> <u>2010/11</u>	<u>Actual</u> <u>2011/12</u>	<u>Estimate</u> <u>2012/13</u>	<u>Budget</u> <u>2013/14</u>
<u>Water Fund - 600</u>				
43116 Delinquent Penalty	58,250	4,799	-	-
44110 Interest on Investments	41,807	59,404	72,841	63,461
44156 Interest on AMP Sale	26,030	22,798	19,314	19,314
44212 Cell Phone Tower Rent	12,473	13,097	13,125	13,387
46130 Development Related Services	129,501	56,503	50,000	50,000
46965 Establishment Fee	102,022	98,054	102,900	102,900
47111 Water Consumption Charge	15,605,630	18,634,511	20,066,800	21,813,742
47113 Water Service Capacity Charge	4,879,762	5,864,938	6,413,600	6,511,900
47114 Elevation Pumping Charge	227,781	280,398	283,700	297,500
47115 Water Fire Service Charge	343,657	458,860	432,700	432,700
47116 Water Delinquent Penalty	249,816	347,198	249,300	249,300
47121 Water Sales - Agricultural	120,246	144,622	145,500	151,800
47131 Water Sales - Construction	23,150	29,296	23,100	23,100
47160 Water Sales - Materials	25,428	45,837	25,400	25,400
47170 Water Frontage Charges	-	-	-	20,000
47190 Connection Fees	(32,274)	250	25,000	25,000
47205 Plan Checking Fees	1,000	-	1,000	1,000
47210 Rental of Construction Meters	14,170	16,990	14,200	14,200
47211 Hydrant Water Installation Fee	60	-	100	100
47230 Water Penalties	137,900	144,160	138,200	138,200
47240 Other Water Fees	58,567	37,669	15,000	15,000
48130 Sale of Junk & Waste	38,042	17,903	25,000	25,000
48140 Sale of Maps, Documents, Copies	1,545	3,810	2,600	2,600
48210 Expense Reimbursements	2,744	6,737	2,700	2,700
48320 Damage to City Property	16,333	17,215	25,000	25,000
48380 Other Miscellaneous Revenue	171,024	10,130	-	-
48390 Donations	-	1,479,728	-	-
49035 Accounting & Collection Allocation	334,084	323,311	146,426	132,400
<u>Total Water</u>	<u>22,588,748</u>	<u>28,118,218</u>	<u>28,293,506</u>	<u>30,155,704</u>
<u>Water Capital Projects Fund - 601 *</u>				
44110 Interest on Investments	58,163	37,954	32,476	-
47112 Water Sales - Capital Projects	-	343,004	3,344,496	-
47132 Water Sales - Construction Cap Proj	1,219	1,542	1,200	-
47140 Water Sales - Jumpers	299	-	-	-
47170 Water Frontage Charges	31,500	55,597	20,000	-
48140 Sale of Maps, Documents, Copies	58	-	-	-
<u>Total Water Capital Projects</u>	<u>91,239</u>	<u>438,097</u>	<u>3,398,172</u>	<u>-</u>
<u>TOTAL ENTERPRISE FUNDS</u>	<u>22,679,987</u>	<u>28,556,315</u>	<u>31,691,678</u>	<u>30,155,704</u>

* Moved to Fund 600 - Water

SCHEDULE OF REVENUE SOURCES - DETAIL INTERNAL SERVICE FUNDS

		<u>Actual 2010/11</u>	<u>Actual 2011/12</u>	<u>Estimate 2012/13</u>	<u>Budget 2013/14</u>
<u>Fleet Maintenance Fund - 710</u>					
48210	Expense Reimbursements	-	473	-	-
48380	Other Miscellaneous Revenue	293	-	-	-
49021	Charges for Fuel	889,300	889,300	990,500	940,500
49024	Charges for Vehicle Maintenance	2,094,130	1,900,000	2,000,000	854,215
	<u>Total Fleet Maintenance</u>	<u>2,983,723</u>	<u>2,789,773</u>	<u>2,990,500</u>	<u>1,794,715</u>
<u>Vehicle Replacement Fund - 720</u>					
46940	Plans & Specification Charges	580	-	-	-
49024	Charges for Vehicle Depreciation	-	821,315	1,136,712	206,405
	<u>Total Vehicle Replacement</u>	<u>580</u>	<u>821,315</u>	<u>1,136,712</u>	<u>206,405</u>
<u>Major Building Improvements Fund - 725</u>					
46940	City Facility Improvements	-	255	370	-
	<u>Total Major Building Improvements</u>	<u>-</u>	<u>255</u>	<u>370</u>	<u>-</u>
<u>Workers Compensation Fund - 730</u>					
48210	Expense Reimbursements	207,294	161,314	80,000	74,000
49025	Charges to Budgeted Funds-Workers Comp	1,124,349	1,095,288	2,211,715	4,140,938
	<u>Total Workers Compensation</u>	<u>1,331,643</u>	<u>1,256,602</u>	<u>2,291,715</u>	<u>4,214,938</u>
<u>Liability Insurance Fund - 740</u>					
48210	Expense Reimbursements	16,996	4,299	5,000	-
48380	Other Miscellaneous Revenue	150	-	-	-
49023	Charges to Budgeted Funds-Insurance	1,793,616	889,068	1,771,325	602,906
	<u>Total Liability Insurance</u>	<u>1,810,762</u>	<u>893,367</u>	<u>1,776,325</u>	<u>602,906</u>
<u>Dental Self-Insurance Fund - 752</u>					
49026	Charges to Budgeted Funds-Dental	482,937	503,772	494,880	487,680
	<u>Total Dental Self Insurance</u>	<u>482,937</u>	<u>503,772</u>	<u>494,880</u>	<u>487,680</u>

SCHEDULE OF REVENUE SOURCES - DETAIL
INTERNAL SERVICE FUNDS

	<u>Actual 2010/11</u>	<u>Actual 2011/12</u>	<u>Estimate 2012/13</u>	<u>Budget 2013/14</u>
<u>Self-Insured Unemployment Fund - 760</u>				
48210 Expense Reimbursements	17,345	-	-	-
49023 Charges to Budgeted Funds-Insurance	92,285	194,254	366,000	580,156
49029 Charges to Budgeted Funds-Other	-	19,998	-	-
<u>Total S.I. Disability/Unemployment</u>	<u>109,630</u>	<u>214,252</u>	<u>366,000</u>	<u>580,156</u>
<u>Information Systems Operations Fund - 780</u>				
49029 Charges to Budgeted Funds-Other	1,876,256	1,773,683	1,733,491	1,691,669
<u>Total Information Systems Operations</u>	<u>1,876,256</u>	<u>1,773,683</u>	<u>1,733,491</u>	<u>1,691,669</u>
<u>Computer Replacement Fund - 790</u>				
46130 Development Related Services	23	-	-	-
48210 Expense Reimbursements	45	-	-	-
49029 Charges to Budgeted Funds - Other	-	61,648	494,880	217,061
<u>Total Computer Replacement</u>	<u>68</u>	<u>61,648</u>	<u>494,880</u>	<u>217,061</u>
<u>TOTAL INTERNAL SERVICE FUNDS</u>	<u>8,595,599</u>	<u>8,314,667</u>	<u>11,284,873</u>	<u>9,795,530</u>

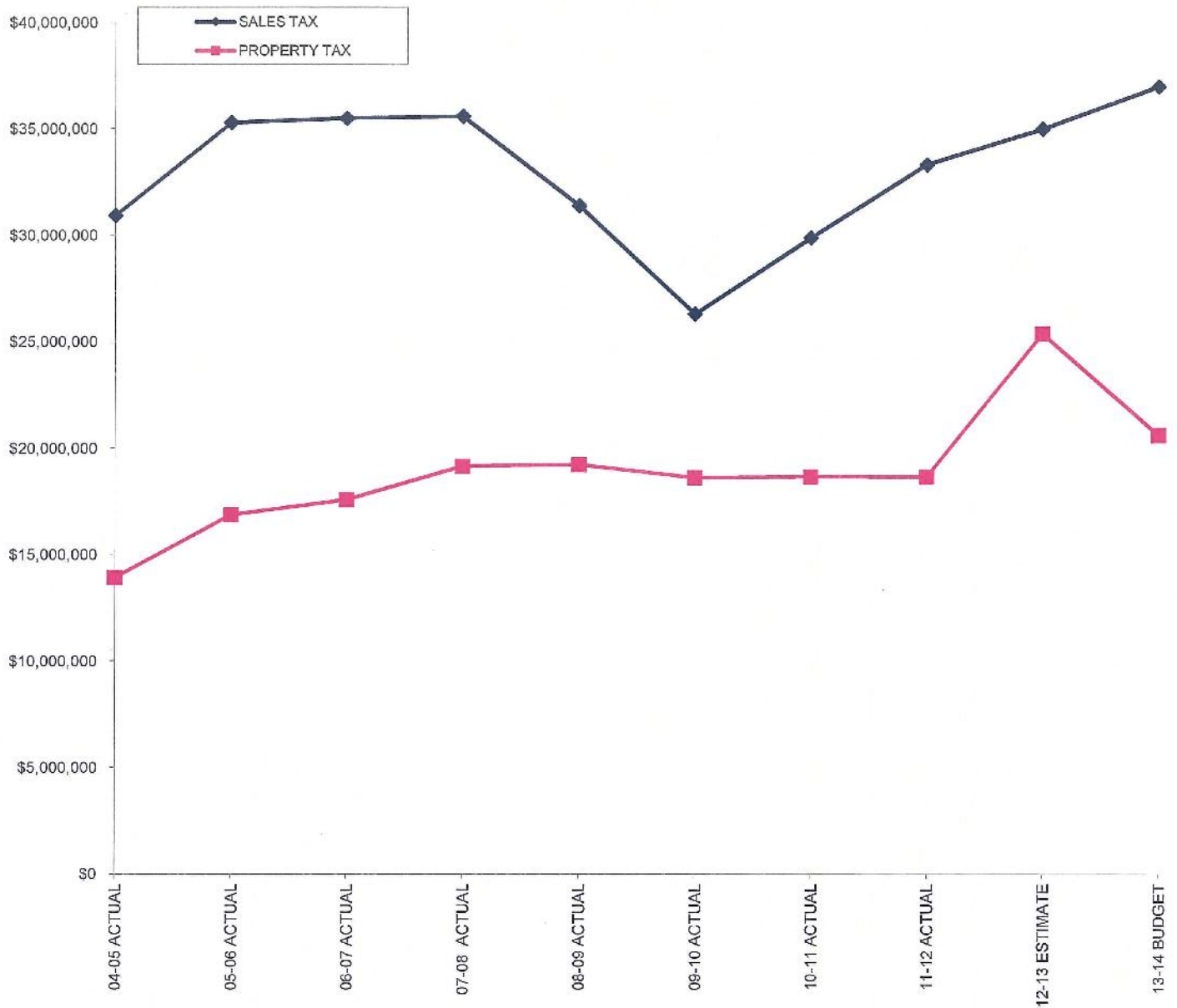
SCHEDULE OF REVENUE SOURCES - DETAIL REDEVELOPMENT (SUCCESSOR) FUNDS

		<u>Actual</u> <u>2010/11</u>	<u>Actual</u> <u>2011/12</u>	<u>Estimate</u> <u>2012/13</u>	<u>Budget</u> <u>2013/14</u>
<u>Tustin Housing Loan Programs Fund - 913</u>					
44010	Principal & Revenue Abatements	(99,298)	(36,096)	-	-
44100	Principal Repayments	99,359	33,023	-	-
44110	Interest on Investments	54,914	75,379	9,210	-
44151	Interest - Deferred Loans	35,557	4,483	-	-
44154	1st Time Homebuyer Loan Interest	1,419	621	-	-
<u>Total Tustin Housing Loan Programs</u>		<u>91,951</u>	<u>77,410</u>	<u>9,210</u>	<u>-</u>
<u>Tustin Project 1990 Taxable Notes Fund - 914</u>					
44110	Interest on Investments	30,459	14,254	10,670	9,478
<u>Total Tustin Project 1990 Taxable Notes</u>		<u>30,459</u>	<u>14,254</u>	<u>10,670</u>	<u>9,478</u>
<u>County Revenue - RORF Fund - 920</u>					
44110	Interest on Investments	-	-	56,138	48,864
45450	County Revenue - RORF	-	6,522,767	16,148,846	15,448,592
<u>Total County Revenue - RORF</u>		<u>-</u>	<u>6,522,767</u>	<u>16,204,984</u>	<u>15,497,456</u>
<u>Merger Capital Projects Fund - 940</u>					
44010	Principal & Revenue Abatements	(477,698)	(259,465)	(148,452)	(120,407)
44100	Principal Repayments	487,309	245,978	148,452	120,407
44110	Interest on Investments	165,347	131,901	84,132	73,728
44112	Misc Adj's to Invest Interest	-	(10)	-	-
44140	Interest on Interfund Loans	47,165	43,224	29,000	29,000
44153	Commercial Loan Interest Earned	18,245	61,036	59,393	59,393
44210	Rents & Concessions	295,118	268,654	270,898	271,536
44310	Other Revenue - Use of Money & Property	-	72,000	-	-
45110	Reimbursable Revenues	255,555	43,508	-	-
46130	Development Related Services	21,325	-	-	-
48210	Expense Reimbursements	37,039	6,405	-	-
48380	Other Miscellaneous Revenue	1,343	-	-	-
48500	Extraordinary Gain	-	25,707,240	-	-
<u>Total Merger Capital Projects</u>		<u>850,748</u>	<u>26,320,471</u>	<u>443,423</u>	<u>433,657</u>

SCHEDULE OF REVENUE SOURCES - DETAIL REDEVELOPMENT (SUCCESSOR) FUNDS

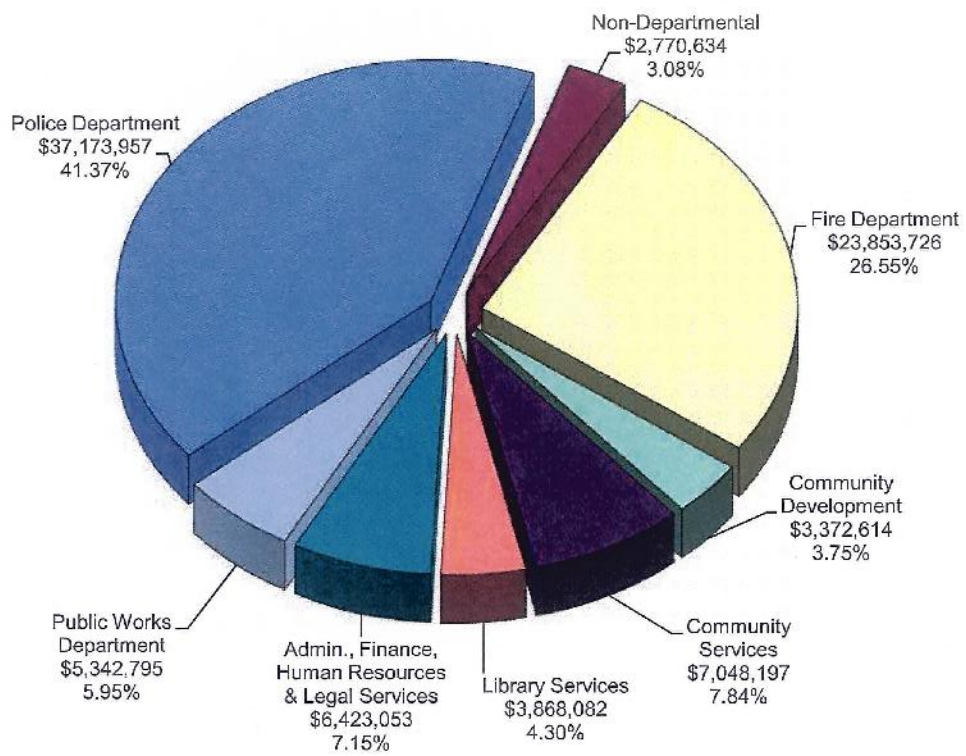
		<u>Actual</u> <u>2010/11</u>	<u>Actual</u> <u>2011/12</u>	<u>Estimate</u> <u>2012/13</u>	<u>Budget</u> <u>2013/14</u>
<u>Housing Set-Aside Fund - 941</u>					
40211	Property Tax Increment - Current Secured	4,581,606	(1,319,775)	-	-
40212	Property Tax Increment - Current Unsecured	732,529	-	-	-
40213	Property Tax Increment - Current Supplemental	11,099	-	-	-
40214	Homeowners Property Tax Relief	608	-	-	-
40221	Property Tax Increment - P/Y Secured	50,311	-	-	-
40222	Property Tax Increment - P/Y Unsecured	12,163	-	-	-
40223	Property Tax Increment - P/Y Supplemental	2,685	-	-	-
44110	Interest on Investments	243,513	178,429	50,217	-
44120	Interest on Tax Collections	2,215	496	-	-
44130	Interest on Deposits with Fiscal Agents	-	38	-	-
46130	Development Related Services	6,220	-	-	-
48210	Expense Reimbursements	1,073	-	-	-
<u>Total Housing Set-Aside</u>		<u>5,644,022</u>	<u>(1,140,812)</u>	<u>50,217</u>	<u>-</u>
<u>NW & SW Merged 2003 Taxable Bonds Fund - 942</u>					
44110	Interest on Investments	26,129	20,284	14,778	12,126
46940	Plans & Specification Charges	400	-	-	-
<u>Total NW & SW Merged 2003 Taxable Bonds</u>		<u>26,529</u>	<u>20,284</u>	<u>14,778</u>	<u>12,126</u>
<u>NW & SW Merged 2003 Tax Exempt Bonds Fund - 943</u>					
44110	Interest on Investments	16,363	13,517	9,979	8,746
<u>Total NW & SW Merged Tax Exempt Bonds</u>		<u>16,363</u>	<u>13,517</u>	<u>9,979</u>	<u>8,746</u>
<u>NW & SW Merged 2008 Tax Exempt Bonds Fund - 944</u>					
44110	Interest on Investments	323,778	192,218	95,190	83,550
44111	Interest on Deposits	-	829	-	-
46940	Plans & Specification Charges	835	-	-	-
<u>Total NW & SW Merged 2008 Tax Exempt Bonds</u>		<u>324,613</u>	<u>193,047</u>	<u>95,190</u>	<u>83,550</u>
<u>Merged Debt Service Fund - 987</u>					
40211	Property Tax Increment - Current Secured	18,326,424	8,300,993	-	-
40212	Property Tax Increment - Current Unsecured	2,930,114	3,362,120	-	-
40213	Property Tax Increment - Current Supplemental	44,395	250,449	-	-
40214	Homeowners Property Tax Relief	2,433	1,585	-	-
40221	Property Tax Increment -P/Y Secured	201,243	104,055	-	-
40222	Property Tax Increment -P/Y Unsecured	48,654	-	-	-
40223	Property Tax Increment -P/Y Supplemental	10,738	-	-	-
44110	Interest on Investment	297,989	220,329	81,866	-
44120	Interest on Tax Collections	8,859	1,982	-	-
44130	Interest on Deposits with Fiscal Agents	-	67	32,570	32,570
48500	Extraordinary Gain	-	2,019,448	-	-
<u>Total Merged Debt Service</u>		<u>21,870,849</u>	<u>14,261,028</u>	<u>114,436</u>	<u>32,570</u>
<u>TOTAL REDEVELOPMENT (SUCCESSOR) FUNDS</u>		<u>28,855,534</u>	<u>46,281,966</u>	<u>16,952,887</u>	<u>16,077,583</u>

HISTORY OF GENERAL FUND SALES & PROPERTY TAX REVENUE



Expenditures

GENERAL FUND EXPENDITURES BY FUNCTION

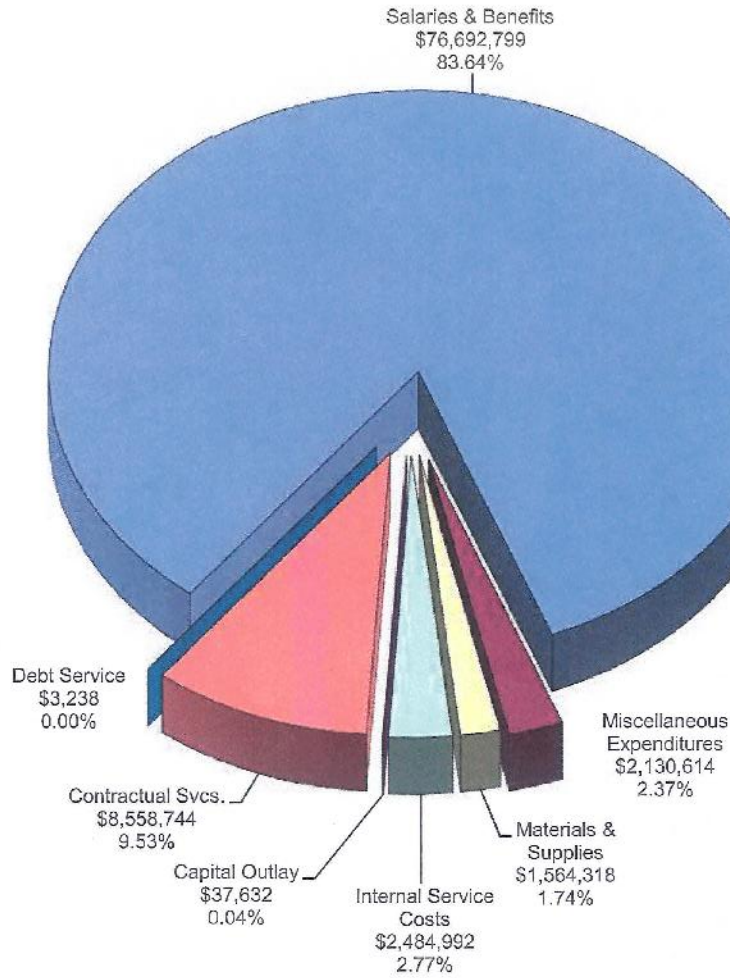


GENERAL FUND EXPENDITURES \$89,853,058

SUMMARY OF GENERAL FUND EXPENDITURES BY DEPARTMENT

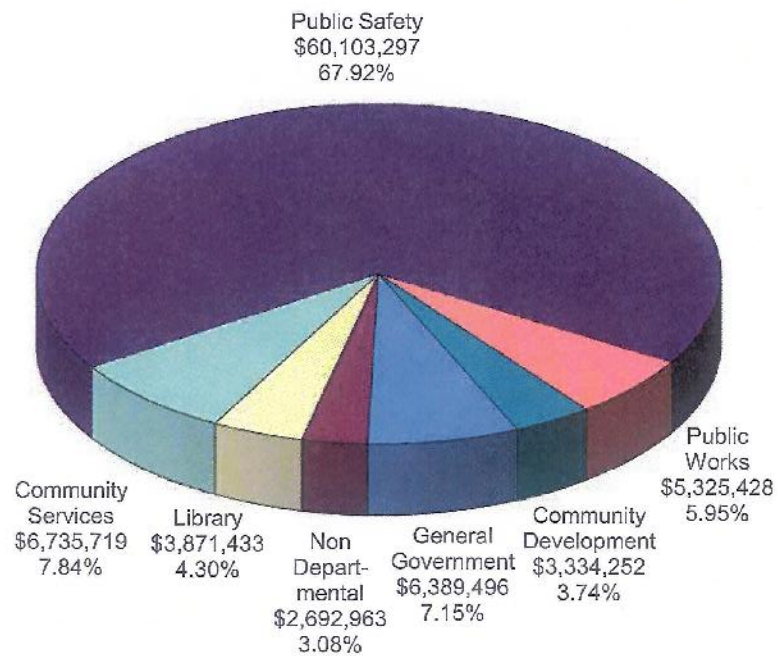
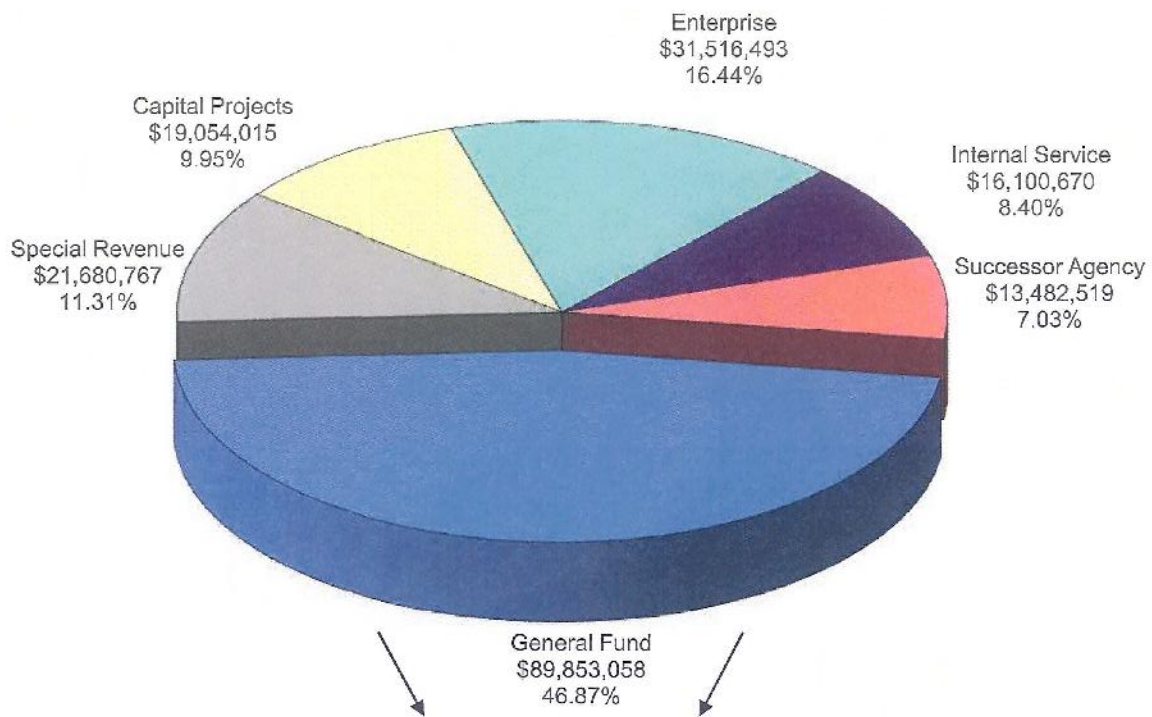
<u>DEPARTMENTS:</u>	<u>Actual 2010-11</u>	<u>Actual 2011-12</u>	<u>Estimate 2012-13</u>	<u>Budget 2013-14</u>
City Council	131,573	121,665	124,820	44,949
City Manager	773,277	964,450	1,071,597	897,363
City Attorney	818,812	798,790	1,061,526	801,924
City Clerk	499,891	540,269	736,440	720,191
City Treasurer	68,545	141,611	177,405	183,818
Finance	2,566,111	2,458,463	2,472,656	2,582,054
Human Resources	1,143,252	1,111,909	1,189,048	1,192,754
Library Services	3,744,275	3,798,962	4,006,831	3,868,082
Fire	23,209,607	23,486,675	24,007,894	23,853,726
Police	35,052,227	36,263,859	37,285,764	37,173,957
Public Works	3,911,502	4,288,964	5,396,339	5,342,795
Community Development	3,404,420	3,218,763	3,500,520	3,372,614
Community Services	6,023,559	5,734,207	6,998,881	7,048,197
Non Departmental	2,095,484	11,962,544	2,936,051	2,770,634
	<u>83,442,535</u>	<u>94,891,131</u>	<u>90,965,772</u>	<u>89,853,058</u>

GENERAL FUND EXPENDITURES BY CATEGORY



GENERAL FUND EXPENDITURES \$89,853,058

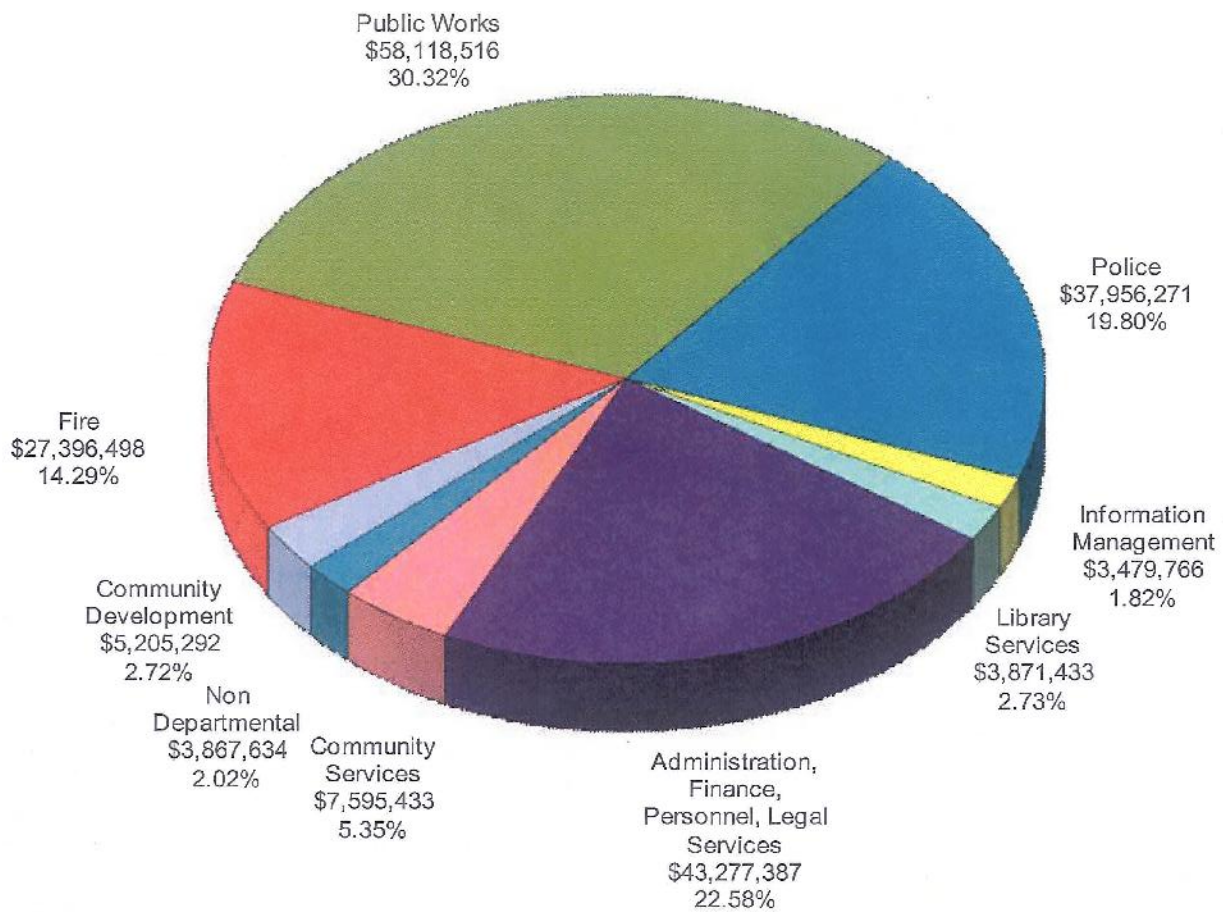
ALL FUNDS EXPENDITURES BY FUND CATEGORY



ALL FUNDS OPERATING EXPENDITURES BY DEPARTMENT

\$191,687,522

(EXCLUDES CIP AND DEBT SERVICE)



SUMMARY OF ALL FUND EXPENDITURES BY DEPARTMENT

<u>DEPARTMENTS:</u>	<u>Actual 2010-11</u>	<u>Actual 2011-12</u>	<u>Estimate 2012-13</u>	<u>Budget 2013-14</u>
City Council	152,609	123,417	124,820	44,949
City Manager*	44,321,310	13,611,388	34,711,359	30,223,562
City Attorney	1,337,263	1,203,594	1,709,266	1,299,281
City Clerk	530,897	567,564	742,088	720,191
City Treasurer	93,148	166,152	183,516	183,818
Finance	3,911,033	3,734,212	3,678,750	3,732,034
Human Resources	5,711,611	6,409,926	6,528,874	7,073,552
Information Technology	2,856,692	1,977,529	4,366,124	3,479,766
Library Services	3,773,725	3,807,481	4,048,312	3,868,082
Fire	25,290,823	25,884,716	27,373,989	27,396,498
Police	36,021,664	37,066,685	38,491,033	37,956,271
Public Works	69,000,333	64,635,555	80,999,182	58,118,516
Community Development*	3,967,338	3,580,352	7,522,546	5,205,292
Community Services	9,764,147	7,858,275	10,751,914	8,518,076
Non Departmental	3,672,121	19,415,987	6,705,642	3,867,634
	<u>210,404,714</u>	<u>190,042,833</u>	<u>227,937,415</u>	<u>191,687,522</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 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

	Actual 2010/11	Actual 2011/12	Estimate 2012/13	Budget 2013/14
<u>GENERAL FUND</u>				
Salaries and Benefits	68,909,837	70,912,583	74,170,044	75,073,520
Contractual Services	6,521,882	7,390,467	9,942,766	8,558,744
Miscellaneous Expenditures	1,793,846	1,974,879	2,196,000	2,130,614
Materials and Supplies	1,344,855	1,427,568	1,825,044	1,564,318
Debt Service	50,539	9,304,413	3,238	3,238
Capital Outlay	134,766	46,282	150,105	37,632
Internal Service Costs	4,686,810	3,834,939	2,678,575	2,484,992
<u>Total General Fund</u>	<u>83,442,535</u>	<u>94,891,131</u>	<u>90,965,772</u>	<u>89,853,058</u>
<u>SPECIAL REVENUE FUNDS</u>				
Salaries and Benefits	5,631,642	5,607,957	5,990,044	6,238,673
Contractual Services	7,528,384	3,790,915	4,848,177	4,350,166
Miscellaneous Expenditures	27,945	10,488	-	-
Materials and Supplies	497,201	543,206	663,819	612,401
Debt Service	131,488	121,505	131,488	131,488
Capital Outlay	250,114	142,187	386,123	140,300
Capital Improvements	6,381,574	6,272,049	22,505,506	8,305,098
Internal Service Costs	2,336,332	2,629,848	2,414,825	1,902,641
<u>Total Special Revenue Funds</u>	<u>22,784,680</u>	<u>19,118,155</u>	<u>36,939,982</u>	<u>21,680,767</u>
<u>CITY DEBT SERVICE FUND</u>				
City Debt Service	1,031,410	1,031,875	1,029,590	-
<u>Total City Debt Service Fund</u>	<u>1,031,410</u>	<u>1,031,875</u>	<u>1,029,590</u>	<u>0</u>
<u>CAPITAL PROJECTS FUNDS</u>				
Salaries and Benefits	10,585	10,881	-	-
Contractual Services	371	4,547	11,994	9,530
Miscellaneous Expenditures	3,025	3,025	4,400	4,400
Capital Improvements	23,584,073	20,098,797	11,603,146	19,039,040
Internal Service Costs	926	72,408	279	1,045
<u>Total Capital Projects Funds</u>	<u>23,598,980</u>	<u>20,189,658</u>	<u>11,619,819</u>	<u>19,054,015</u>

HISTORICAL SCHEDULE OF EXPENDITURES BY FUND TYPE AND CATEGORY

	Actual 2010/11	Actual 2011/12	Estimate 2012/13	Budget 2013/14
Salaries and Benefits	4,717,581	4,563,643	5,303,272	5,357,819
Contractual Services	2,365,573	2,078,908	3,399,759	3,493,123
Miscellaneous Expenditures	64,752	26,839	8,000	8,000
Materials and Supplies	13,436,645	13,991,338	16,079,615	16,540,758
Debt Service	2,251,177	1,992,981	52,781	53,225
Capital Outlay	374,595	472,643	856,217	856,217
Capital Improvements	384,922	546,844	8,180,885	3,540,000
Internal Service Costs	1,612,014	1,572,542	1,474,549	1,667,351
<u>Total Enterprise Funds</u>	<u>25,207,259</u>	<u>25,245,738</u>	<u>35,355,078</u>	<u>31,516,493</u>
 <u>INTERNAL SERVICE FUNDS</u>				
Salaries and Benefits	2,022,055	2,519,682	4,069,161	2,815,146
Contractual Services	1,854,606	1,723,353	2,532,184	2,141,975
Miscellaneous Expenditures	3,675,611	4,451,587	4,256,918	4,706,918
Materials and Supplies	1,437,320	1,642,307	1,871,105	1,706,615
Debt Service	47,736	1,301,450	18,041	3,704
Capital Outlay	252,300	16,297	1,878,308	2,337,000
Capital Improvements	1,219,032	656,941	1,911,335	1,820,000
Internal Service Costs	522,253	493,568	1,479,902	569,312
<u>Total Internal Service Funds</u>	<u>11,030,913</u>	<u>12,805,185</u>	<u>18,016,954</u>	<u>16,100,670</u>
 <u>REDEVELOPMENT (SUCCESSOR) FUNDS</u>				
Salaries and Benefits	2,406,571	2,143,062	1,051,973	857,356
Contractual Services	1,051,177	648,530	1,864,979	720,527
Miscellaneous Expenditures	2,072,645	269,530	28,050	82,383
Materials and Supplies	42,751	3,158	10,400	2,348
Debt Service and Pass Through Agreements	15,581,439	7,503,946	8,033,077	8,057,235
Capital Improvements	22,064,284	6,192,865	22,929,844	3,670,773
Internal Service Costs	90,070	-	91,897	91,897
<u>Total Redevelopment Funds</u>	<u>43,308,937</u>	<u>16,761,091</u>	<u>34,010,220</u>	<u>13,482,519</u>
GRAND TOTAL	210,404,714	190,042,833	227,937,415	191,687,522

HISTORICAL SCHEDULE OF EXPENDITURES BY FUND

TYPE AND FUND

	<u>Actual 2010/11</u>	<u>Actual 2011/12</u>	<u>Estimate 2012/13</u>	<u>Budget 2013/14</u>
<u>GENERAL FUND</u>				
General Fund - 100	83,442,535	94,891,131	90,965,772	89,853,058
<u>Total General Fund</u>	<u>83,442,535</u>	<u>94,891,131</u>	<u>90,965,772</u>	<u>89,853,058</u>
<u>SPECIAL REVENUE FUNDS</u>				
Document Management Fee Fund - 110	145,519	17,038	54,748	61,049
Proposition 172 Fund - 120	442,918	458,525	786,074	823,338
Emergency Transport Program Fund - 125	1,647,334	2,001,265	1,935,413	1,856,128
PEG Program - 130	-	-	141,001	200,000
OCPT Building Maintenance Fund - 150	1,021	3,652	15,262	51,920
Sanitation and Sewer Fund - 220	4,779,075	5,745,361	7,525,703	6,064,821
Solid Waste Fund - 222	4,106,063	347,242	-	-
Air Pollution Reduction Fund - 245	147,833	131,532	171,864	177,612
Traffic Improvement - Measure M Fund - 262	1,266,797	2,060,957	3,597,572	-
Traffic Improvement - Measure M2 Fund - 263	-	49,387	2,679,955	3,220,150
Gas Tax Maintenance Fund - 270	1,355,243	1,353,706	1,666,016	2,091,241
Gas Tax Construction Fund - 271	498,789	293,459	526,886	137,964
Gas Tax - Proposition 111 Fund - 272	(7,652)	939,425	7,185,674	2,417,900
County/OCTA Gas Tax Fund - 273	1,481,948	1,682,839	1,516,173	1,457,228
TSIP Area "B" Fund - 284	45,541	2,987	920,937	10,000
TSIP Area "C" Fund - 285	524,541	11,841	963,159	-
TSIP Area "D" Fund - 286	1,252,850	400,854	138,150	-
Santiago Hills Lndscpe Maint District Fund - 291	549,055	610,637	605,380	781,940
Sycamore Crossing Lndscpe Maint District Fund - 293	51,656	36,216	39,518	33,961
Del Rio Landscape Maintenance District Fund - 294	-	-	368,050	113,990
CDBG/HOME - Funds 310-318	1,367,211	1,506,035	3,841,155	1,622,732
Traffic Congestion Relief - 340	2,587,937	1,086,812	1,482,560	-
Traffic Safety Fund - 350	9,012	4,803	6,676	10,290
Federal Police Grants - 353	7,335	38,196	13,894	-
AB 3229 COPS/State Grant Fund - 354	112,221	120,691	113,049	135,605
Asset Seizure Funds - 355-357	412,433	214,695	645,113	232,746
Affordable Housing - 916	-	-	65,000	65,000
Low & Moderate Income Housing Asset Fund - 921	-	75	-	115,152
<u>Total Special Revenue Funds</u>	<u>22,784,680</u>	<u>19,118,230</u>	<u>37,004,982</u>	<u>21,680,767</u>
<u>CITY DEBT SERVICE FUND</u>				
City Debt Service Fund - 400	1,031,410	1,031,875	1,029,590	-
<u>Total City Debt Service Fund</u>	<u>1,031,410</u>	<u>1,031,875</u>	<u>1,029,590</u>	<u>0</u>
<u>CAPITAL PROJECTS FUNDS</u>				
Capital Projects Fund - 500	638,516	354,465	1,471,171	270,000
Park Acquisition and Development Fund - 510/511	72,342	592,559	1,530,930	325,000
Sewer Construction Fund - 520	-	-	90,113	3,000
Storm Drain Fund - 530	644	179,415	32,969	-
Old Towne Parking Facility Fund - 540	889	5,103	89,768	7,996
Reimbursable Capital Projects Fund - 550	9,669,569	7,299,759	7,275,257	17,186,040

HISTORICAL SCHEDULE OF EXPENDITURES BY FUND TYPE AND FUND

	<u>Actual 2010/11</u>	<u>Actual 2011/12</u>	<u>Estimate 2012/13</u>	<u>Budget 2013/14</u>
<u>CAPITAL PROJECTS FUNDS (Cont.)</u>				
Fire Facility Area Fees Fund - 560	653,384	149	960,234	1,255,000
Police Facility Fees Fund - 570	3,372	3,280	6,905	6,979
Library Facility Fees Fund - 573	29,450	8,519	41,481	-
Serrano Heights CFD 91-2 - 594	-	-	38,480	-
Del Rio C.F.D. 06-1 - 597	12,530,814	11,746,409	82,511	-
<u>Total Capital Projects Funds</u>	<u>23,598,980</u>	<u>20,189,658</u>	<u>11,619,819</u>	<u>19,054,015</u>
<u>ENTERPRISE FUNDS</u>				
Water Utility Operations Fund - 600*	24,816,748	24,698,734	27,174,038	31,516,493
Water Capital Projects Fund - 601*	390,511	547,004	8,181,040	-
<u>Total Enterprise Funds</u>	<u>25,207,259</u>	<u>25,245,738</u>	<u>35,355,078</u>	<u>31,516,493</u>
<u>INTERNAL SERVICE FUNDS</u>				
Equipment Expense Fund - 710	2,392,874	2,563,522	2,945,069	2,784,733
Equipment Replacement Fund - 720	383,840	1,559,901	2,062,977	2,604,235
Major Building Improvements Fund - 725	102,846	87,263	281,744	120,000
Self Insurance - Workers Compensation Fund - 730	3,180,953	3,333,152	3,253,849	3,765,610
Self Insurance - Liability Fund - 740	1,021,820	1,602,787	2,997,230	1,869,697
Self Insurance - Dental Fund - 752	458,435	433,708	414,472	417,519
Employee Accrued Liability Fund - 760	591,025	1,194,371	1,692,454	1,091,483
Information Systems Operations Fund - 780	1,784,803	1,632,185	2,151,510	1,935,170
Computer Replacement Fund - 790	1,114,317	398,296	2,217,649	1,512,223
<u>Total Internal Service Funds</u>	<u>11,030,913</u>	<u>12,805,185</u>	<u>18,016,954</u>	<u>16,100,670</u>
<u>REDEVELOPMENT (SUCCESSOR) FUNDS</u>				
Housing Setaside Loans & Grants Fund - 913	200,087	12,867	567,076	-
Tustin Taxable Projects Fund - 914	1,100,000	-	67,774	38,453
ORA Merged Projects Fund - 940	21,017,228	7,272,898	12,804,228	5,240,361
ORA Merged Housing Fund - 941	1,006,750	819,080	457,054	103,970
NW & SW Merged 2003 Taxable Bonds - 942	252,770	-	51,191	-
NW & SW Merged 2003 Tax Exempt Bonds - 943	43,693	33,967	37,432	-
NW & SW Merged 2008 Tax Exempt Bonds - 944	4,857,598	8,602,206	9,985,611	-
ORA Merged Debt Service Fund - 987	14,830,811	19,998	9,974,854	8,099,735
<u>Total Redevelopment Funds</u>	<u>43,308,937</u>	<u>16,761,016</u>	<u>33,945,220</u>	<u>13,482,519</u>
GRAND TOTAL	210,404,714	190,042,833	227,937,415	191,687,522

* Starting FY 14, Fund 601 has been combined with Fund 600

City Counsel

CITY COUNCIL

MISSION

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

DEPARTMENT GOALS

1. Determine the best use and allocation of the City of Orange's 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 reduce 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 2012-13

1. Adopted an annual City budget for FY 2013-14 which is responsive to the most critical needs of the City and is fiscally conservative and responsible.
2. Hired a new City Attorney.
3. Enhanced the City's economic base by attracting quality tenants at the Outlets at Orange such as Banana Republic Factory Store, Sports Authority, Tommy Hilfiger, Swimsport Outlet, Shoeteria Outlets, Windsor and Finish Line.
4. Guided the completion of several critical capital projects including street rehabilitation projects on Katella Avenue between the SR 55 and Tustin Street and on Chapman Avenue between Cannon Street and Cliffway, several sewer replacement projects in Old Towne and replacement of street lights on Almond and Cypress in Old Towne.
5. Led the implementation of two comprehensive organizational assessments – one focusing on police services and one focusing on development services. Efforts included conducting a Study Session to review streamlining opportunities for land use entitlement and reviewing the street sweeping operations which led to outsourcing the service.
6. Led the completion of the Serrano Woods Affordable Housing project.
7. Continued to implement the 2010 General Plan including rezoning the Old Towne quadrants and completed the General Plan/Zoning consistency for Uptown Orange, portions of the Katella corridor and portions of the Lemon Street corridor.
8. Served as the Successor Agency to the Redevelopment Agency which is responsible for winding down the activities of the former RDA.
9. Celebrated the City's 125th Birthday with a community event on April 6, 2013.
10. Continued to present a variety of highly regarded and well attended community events such as the Holiday Tree Lighting Ceremony, 3rd of July Celebration, Concerts in the Park, Harvest Festival and Veterans Day Celebration.
11. Completed first Tax Sharing Agreement to attract Volkswagon of Orange.

MAYOR AND CITY COUNCIL

MAYOR AND MEMBERS OF THE CITY COUNCIL

Teresa "Tita" Smith, Mayor
Mark Murphy, Mayor pro tem
Denis Bilodeau, Councilmember
Fred Whitaker, Councilmember
Mike Alvarez, Councilmember

CITY COUNCIL

SCHEDULE OF POSITIONS

	APPROVED 2011-12	APPROVED 2012-13	BUDGET 2013-14
Elected Officials:			
* Council Member	4.000	4.000	4.000
* Mayor	1.000	1.000	1.000
Total City Council	5.000	5.000	5.000
* Elected officials			

CITY COUNCIL

Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	<u>Actual 2010-11</u>	<u>Actual 2011-12</u>	<u>Estimate 2012-13</u>	<u>Budget 2013-14</u>
Salaries & Benefits	139,175	113,661	112,129	29,240
Maintenance & Operations	<u>13,434</u>	<u>9,756</u>	<u>12,691</u>	<u>15,709</u>
Total Department	<u><u>152,609</u></u>	<u><u>123,417</u></u>	<u><u>124,820</u></u>	<u><u>44,949</u></u>
<u>DEPARTMENT PROGRAMS:</u>				
0101 City Council	<u>152,609</u>	<u>123,417</u>	<u>124,820</u>	<u>44,949</u>
Total Department	<u><u>152,609</u></u>	<u><u>123,417</u></u>	<u><u>124,820</u></u>	<u><u>44,949</u></u>
<u>DEPARTMENT FUNDING SOURCES:</u>				
100 General Fund	131,573	121,665	124,820	44,949
940 Orange Merged Capital Projects	14,025	1,752	-	-
941 Housing Set-Aside	<u>7,011</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Funding	<u><u>152,609</u></u>	<u><u>123,417</u></u>	<u><u>124,820</u></u>	<u><u>44,949</u></u>

CITY COUNCIL | CITY GOVERNMENT

PROGRAM DESCRIPTION

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 2013-14

1. Provide policy direction that ensures financial stability while preserving community character and maintaining a positive organizational direction through June 2014. [2a]
2. Continue to lead in the implementation of the recommendations from the two comprehensive organization assessments (police services and development services) through June 2014. [1a, 4a]
3. Continue to provide the necessary resources to public safety to ensure the community remains among the safest cities in California. [1a]
4. 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 2014. [4d]
5. Provide legislative leadership that ensures maximum accomplishment of the City Mission Statement and goals through June 2014. [4d]
6. Monitor the planning and development of the Depot Parking Structure which will serve Metrolink patrons and Old Towne commercial district customers by June 2014. [4b]
7. Evaluate options to assist businesses with processing City land use entitlements and other business development activities by June 2014. [2e]
8. Enhance the City's economic base by continuing to attract quality businesses to the City's commercial corridors and industrial areas through June 2014. [2c]
9. 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 2014. [4a]



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City Manager

CITY MANAGER

MISSION

To serve the City with strong leadership and vision.

DEPARTMENT GOALS

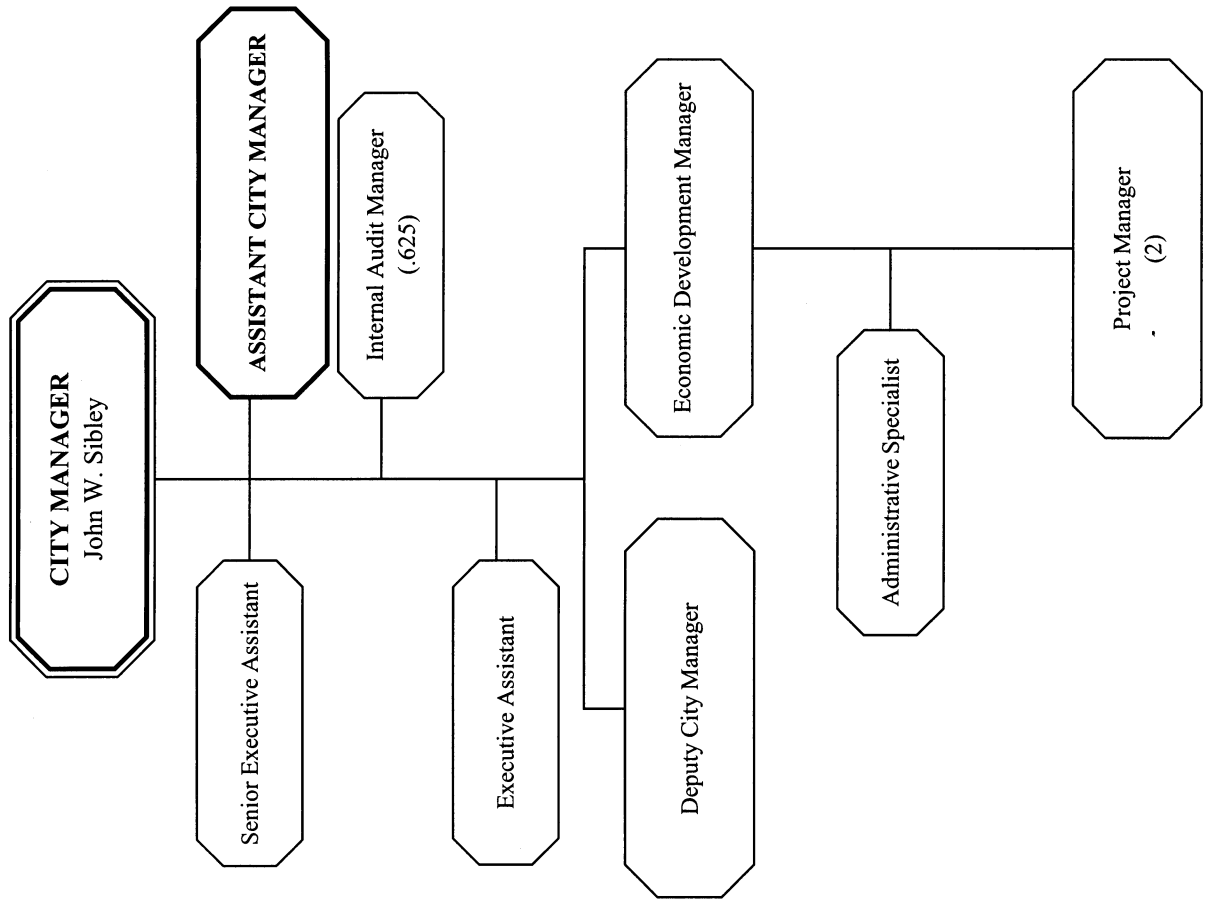
1. Support the City Council in their representation of 140,000 residents and 13,000 businesses through effective implementation of their policy direction.
2. Maintain and develop a management team that is committed to providing high customer service while working together to meet the ever-changing needs 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 2012-13

1. Completed the FY 2013-14 City Budget preparation, development and approval process.
2. Reviewed every vacant position in an effort to maintain the hiring freeze and worked with the departments regarding the allocation of staffing resources in response to filling critical roles.
3. Provided leadership to the labor negotiation process which resulted in agreements with six labor groups.
4. Led the assessment of the operational and fiscal impacts of the dissolution of the Redevelopment Agency.
5. Implemented recommendations from the two organizational assessment studies – one focusing on police services and one focusing on development-related services.
6. Guided the efforts of the employee-oriented TEAM Orange program, which provides team building, training and communication resources for City staff.
7. 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.
8. Led the weekly Best Enhancement and Support Team ("BEST") meetings.
9. Provided leadership with the initial contract for street sweeping services.
10. Implemented new on-line services to improve the public's accessibility to City services and information, including introducing the City's Facebook page.
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 the rebranding of The Outlets at Orange, CHOC Hospital and Chapman University.

13. Coordinated the support activities of Successor Agency to the Orange Redevelopment Agency and the Successor Housing Agency.
14. Coordinated the support activities of Oversight Board of the Successor Agency to the Orange Redevelopment Agency.
15. Completed and received approvals of two Recognized Obligation Payment Schedules.
16. Conducted three Broker Lunch outreach programs.
17. Completed construction and opening of the Banana Republic Factory Store, Sports Authority, Tommy Hilffiger, Swimspot Outlet, Shoeteria Outlets, Windsor and Finish Line at the new Outlets of Orange.
18. Completed construction and opening of LinX Restaurant at the restoration of the historic Vineland Hotel building in Old Towne Orange.
19. Monitored compliance with 58 Successor Agency loan and development agreements.
20. Completed the property maintenance projects for Successor Agency properties including slurry seal and striping in public parking lots, repair or replacement of trash enclosures, new HVAC and roof at the historic Santa Fe Depot Building, repair of planters at the Successor Agency administrative building and painting of the Royer Building.
21. Completed first Tax Sharing Agreement to attract Volkswagon of Orange.

CITY MANAGER



CITY MANAGER

SCHEDULE OF POSITIONS

	APPROVED 2011-12	APPROVED 2012-13	BUDGET 2013-14
Regular Full-Time:			
^ Administrative Specialist	0.000	1.000	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	1.000	0.000
Economic Development Manager	0.000	0.000	1.000
^ Economic Development Project Mgr.	0.000	2.000	2.000
Executive Assistant	1.000	1.000	1.000
° Intergovernmental & Comm. Affairs Mgr.	1.000	0.000	0.000
Senior Executive Assistant	1.000	1.000	1.000
<i>Regular Full-Time Sub-Total</i>	<i>6.000</i>	<i>9.000</i>	<i>9.000</i>
Regular Part-Time (FTE):			
° Administrative Specialist	0.875	0.000	0.000
Internal Audit Manager	0.625	0.625	0.625
<i>Regular Part-Time Sub-Total</i>	<i>1.500</i>	<i>0.625</i>	<i>0.625</i>
Total City Manager	7.500	9.625	9.625

^ As a result of the disbanding of the RDA, 4 positions have been moved to the City Managers department effective the 2012-13 fiscal year

° Eliminated: 1 Economic Development Director, 1 Intergovernmental & Comm Affairs Manager and .875 Administrative Specialist

CITY MANAGER DEPARTMENT

Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	<u>Actual 2010-11</u>	<u>Actual 2011-12</u>	<u>Estimate 2012-13</u>	<u>Budget 2013-14</u>
Salaries & Benefits	2,195,153	2,226,504	1,467,506	1,486,380
Maintenance & Operations	3,735,066	1,443,957	5,222,299	1,009,174
Capital Outlay	35,064	30,340	-	-
Total Operating Budget	5,965,283	3,700,801	6,689,805	2,495,554
Capital Improvements*	24,394,663	7,115,365	19,988,477	19,670,773
Debt Service	8,085,769	1,793,354	8,033,077	8,057,235
Pass Through Agreements	5,875,595	1,001,868	-	-
Total Department*	<u>44,321,310</u>	<u>13,611,388</u>	<u>34,711,359</u>	<u>30,223,562</u>
 <u>DEPARTMENT PROGRAMS:</u>				
0201 City Manager	987,748	1,095,610	954,815	924,664
0211 Internal Audit Function	41,237	41,166	104,841	76,346
0218 Economic Development	-	-	200,000	15,000
9640 CDBG Administration	161,896	166,838	-	-
9645 CDBG Public Service Grants/Projec	916,654	1,132,428	-	-
9652 CDBG - Deferred Rehab Loans	3,593	1,938	-	-
9653 CDBG - HOPP & HAP Programs	1,445	-	-	-
9660 Federal HOME Program	283,623	69,831	-	-
9661 HOME Program Income	-	135,000	-	-
9810 Administration & Project Devel.*	27,330,811	10,968,577	23,476,848	21,150,317
9890 Debt Service and Pass Throughs	14,594,303	-	9,974,855	8,057,235
Total Department*	<u>44,321,310</u>	<u>13,611,388</u>	<u>34,711,359</u>	<u>30,223,562</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 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

<u>DEPARTMENT FUNDING SOURCES:</u>	<u>Actual 2010-11</u>	<u>Actual 2011-12</u>	<u>Estimate 2012-13</u>	<u>Budget 2013-14</u>
100 General Fund	773,277	964,450	1,071,597	897,363
310 Comm. Development Block Grant	1,078,550	1,299,266	-	-
311 Recovery/Reinvestment Grant	30,084	-	-	-
315 CDBG Deferred Loan Fund	5,038	1,938	-	-
317 H O M E Federal Grant Fund	23,249	29,729	-	-
318 Homlessness Prev./Rehousing	230,290	175,102	-	-
550 Reimbursable Capital Projects*	-	-	-	16,000,000
780 Information Systems	42,428	52,952	53,035	55,404
913 Housing Setaside Loans & Grants	200,087	12,867	567,076	-
914 Tustin Taxable Projects	1,100,000	-	67,774	38,453
921 Low/Moderate Income Hsg Asset	-	75	-	91,459
940 Orange Merged Capital Projects	20,254,876	6,632,218	12,528,121	5,016,043
941 Housing Set-Aside	598,559	495,344	374,667	25,105
942 Merged 2003 Taxable Bonds	252,770	-	51,191	-
943 Merged 2003 Tax Exempt Bonds	43,693	33,967	37,432	-
944 Merged 2008 Tax Exempt Bonds	4,857,598	3,893,482	9,985,611	-
987 Orange Merged Debt Service	14,830,811	19,998	9,974,855	8,099,735
Total Funding*	<u>44,321,310</u>	<u>13,611,388</u>	<u>34,711,359</u>	<u>30,223,562</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 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 2013-14

1. Work with the City Council and Department Heads to ensure short-term and long-term organizational and financial stability by June 2014. [2a, 4d]
2. Lead the development of the FY 2014-15 Operating and Capital Improvement Budgets by June 2014. [2a]
3. Provide the City Council with frequent financial status reports for the FY 13-14 budget as well as updates to a multi-year revenue and expenditure projection model by June 2014. [2a]
4. Continue to communicate the City financial status to City staff and to the community by June 2014. [4a, 4d]
5. Foster an environment of support for the TEAM Orange program through June 2014. [2a]
6. Recruit, select and provide leadership for a new Community Development Director by August 2013. [2a]
7. Update the City's five-year Strategic Plan by January 2014. [2a]
8. Provide guidance for several critical land use projects including Rio Santiago, Salem Lutheran, Chapman University and AMLI Residential through June 2014. [2a]
9. Lead the oversight of the Orange Successor Agency and continue to address the impacts of the dissolution of the Orange Redevelopment Agency through June 2014. [2a]
10. Continue to implement the recommendations of the two organizational assessment studies where financially and operationally feasible through June 2014. [2a, 3e]
11. 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 2014. [2e]
12. Guide the planning and development of the Depot Parking Structure which will serve Metrolink patrons and Old Towne commercial district customers by June 2014. [4b]
13. 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 2014. [4d]

14. Continue to facilitate the enhancement of customer service delivery throughout the organization through June 2014. [4b, 4d]
15. Continue to implement new technologies that improve the public's accessibility to City services and information through June 2014. [4c]
16. 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 2014. [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

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 2013-14

1. Prepare annual report from the Audit Committee to the City Council by July 2013. [2a]
2. Coordinate specific internal audits as identified in the FY 13-14 Audit Plan by June 2014. [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. In 2012, the enactment of Assembly Bill 1484 (“AB 1484”) also known as the Redevelopment Budget Trailer Bill created new obligations and new deadlines for redevelopment wind-down activities. The Economic Development Division is responsible for activities of the Successor Agency to the Orange Redevelopment Agency as required by ABx1 26 and AB 1484 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 and AB 1484.
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 loan and development agreements of the Successor Agency.

WORK PLAN FOR 2013-14

1. Prepare Recognized Obligation Payment Schedules (ROPS) and related Administrative Budget according to deadlines and procedures outlined in AB 1484 through June 2014. [2a]
2. Following issuance of a Finding of Completion, prepare a Long Range Property Management Plan to address disposition of Successor Agency owned assets through June 2014. [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 2014. [2e]
4. Promote business development outreach with the local brokerage community to facilitate retention efforts of businesses seeking expansion opportunities through June 2014. [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 2014. [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 2014. [2e]
7. Continue to identify and attract development of medical related uses along the South Main Street/West Chapman Avenue corridor through June 2014. [2e]
8. Work with owners of The Outlets at Orange through June 2014 to complete Phase 2 expansions. [2e]
9. Work closely with property owners and other stakeholders regarding the continuing enhancement of the Old Towne Orange business environment through June 2014. [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 and secure funding approval from OCTA and other funding sources for construction of the parking structure through June 2014. [2e]
11. Monitor compliance of 58 Successor Agency loan and development agreements.

City Attorney

CITY ATTORNEY

MISSION

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.

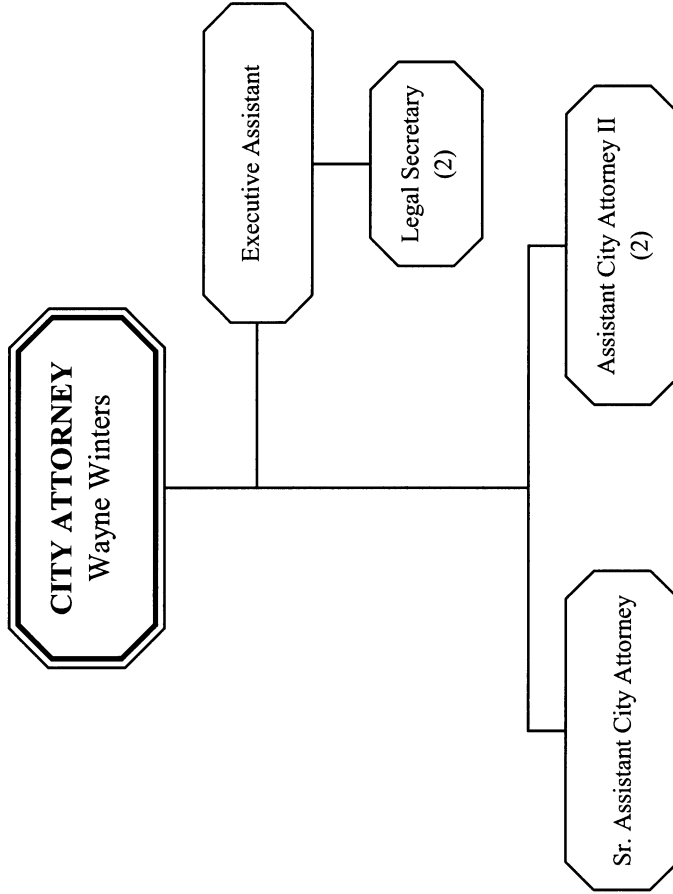
DEPARTMENT GOALS

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. Continue to 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 2012-13

1. Prosecuted 50 misdemeanor violations of day labor and unruly party ordinances.
2. Transitioned office through retirement of City Attorney into appointment of current City Attorney and hiring of new Assistant City Attorney while still providing City Departments with the service they have come to expect from this office.
3. Provided advice and representation of City in Ridgeline referendum, election and litigation activity.
4. Conducted training with supervisors in claims and investigations of potential claims.
5. Drafted amendments to unruly party ordinance and provided training to police department regarding enforcement.

CITY ATTORNEY



CITY ATTORNEY

SCHEDULE OF POSITIONS

	APPROVED 2011-12	APPROVED 2012-13	BUDGET 2013-14
Regular Full-Time:			
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
Total City Attorney	7.000	7.000	7.000

* Of the 7 full-time equivalent (FTE) positions, 1 Executive Assistant position is being held vacant and has not been budgeted in the 2013-14 fiscal year

CITY ATTORNEY DEPARTMENT

Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	Actual 2010-11	Actual 2011-12	Estimate 2012-13	Budget 2013-14
Salaries & Benefits	1,099,364	920,230	866,713	997,906
Maintenance & Operations	237,899	283,364	842,553	301,375
Total Department	<u>1,337,263</u>	<u>1,203,594</u>	<u>1,709,266</u>	<u>1,299,281</u>
 <u>DEPARTMENT PROGRAMS:</u>				
0301 Legal Services	1,337,263	1,203,594	1,709,266	1,299,281
Total Department	<u>1,337,263</u>	<u>1,203,594</u>	<u>1,709,266</u>	<u>1,299,281</u>
 <u>DEPARTMENT FUNDING SOURCES:</u>				
100 General Fund	818,812	798,790	1,061,526	801,924
740 Self-Insurance Liability	284,301	279,394	550,445	413,123
940 Orange Merged Capital Projects	164,118	89,042	85,645	70,945
941 Housing Set-Aside	70,032	36,368	11,650	13,289
Total Funding	<u>1,337,263</u>	<u>1,203,594</u>	<u>1,709,266</u>	<u>1,299,281</u>

CITY ATTORNEY | LEGAL SERVICES

PROGRAM DESCRIPTION

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

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, Successor Agency Oversight Board, 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 2013-14

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



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City Clerk

CITY CLERK

MISSION

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.

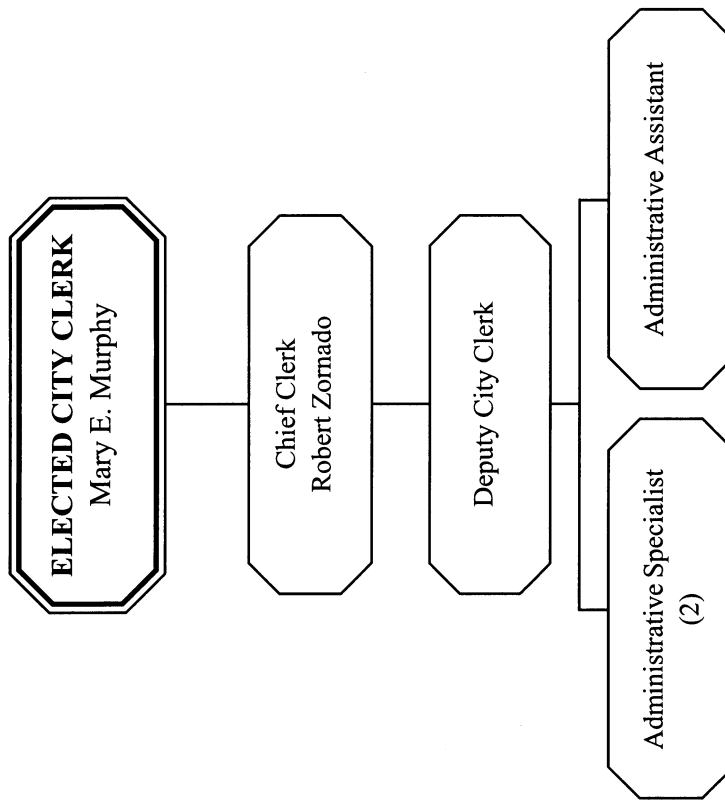
DEPARTMENT GOALS

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 City Council/Successor Agency to the 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 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 automated records management system.
8. Provide for long-term records storage for all City documents.
9. Provide enhanced access to the public process and records for members of the public.

ACCOMPLISHMENTS FOR 2012-13

1. Conducted the November, 2012 General Municipal Election; 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. Managed the State mandated campaign finance procedures.
2. Updated Boards, Committees and Commissions Manual by March 2013.
3. Completed 2011 Citywide destruction of records by February 2013.
4. Assisted other departments in effectively utilizing the City's Laserfiche Records Imaging and Retrieval system on an ongoing basis.
5. Continued and refined Granicus Streaming Video technology/program for live and archived Council and Planning Commission meetings via City's website.
6. Processed over 1350 passport applications.

CITY CLERK



CITY CLERK

SCHEDULE OF POSITIONS

	APPROVED 2011-12	APPROVED 2012-13	BUDGET 2013-14
Elected Official:			
City Clerk	1.000	1.000	1.000
Regular Full-Time:			
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	0.000	0.000
<i>Regular Full-Time Sub-Total</i>	6.000	5.000	5.000
Total City Clerk	7.000	6.000	6.000

° Eliminated: 1 Senior Office Assistant

CITY CLERK DEPARTMENT

Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	Actual 2010-11	Actual 2011-12	Estimate 2012-13	Budget 2013-14
Salaries & Benefits	390,725	402,159	520,363	500,891
Maintenance & Operations	140,172	165,405	221,725	219,300
Total Department	<u>530,897</u>	<u>567,564</u>	<u>742,088</u>	<u>720,191</u>
 <u>DEPARTMENT PROGRAMS:</u>				
0401 City Clerk	530,897	567,564	742,088	720,191
Total Department	<u>530,897</u>	<u>567,564</u>	<u>742,088</u>	<u>720,191</u>
 <u>DEPARTMENT FUNDING SOURCES:</u>				
100 General Fund	499,891	540,269	736,440	720,191
940 Orange Merged Capital Projects	27,581	24,783	5,648	-
941 Housing Set-Aside	3,425	2,512	-	-
Total Funding	<u>530,897</u>	<u>567,564</u>	<u>742,088</u>	<u>720,191</u>

CITY CLERK | MEETINGS, RECORDS MANAGEMENT AND ELECTION OPS

PROGRAM DESCRIPTION

In accordance with state mandated duties and deadlines, produce Council/Successor Agency agendas and minutes, process all legal documents; process Council and Successor Agency 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 cable television and the City's website.
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.
10. Accept U.S. passport applications from the public on behalf of the United States Department of State.

WORK PLAN FOR 2013-14

1. Distribute election materials to candidates during the filing period of July through August 2014; approve ballot and candidate statements; ensure State forms are submitted; and organize Oath of Office ceremony for the November 4, 2014 General Municipal Election. [4b]
2. Update Boards, Commissions, and Committees manual by March 2014. [4b]
3. Complete 2012 Citywide destruction of records by February, 2014. [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]
6. Provide for the broadcasting of the City Council and Planning Commission meetings on the Cable TV Government Channel, as well as provide the feed to the Granicus streaming video live meetings on the Internet. [4c]



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City Treasurer

CITY TREASURER

MISSION

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

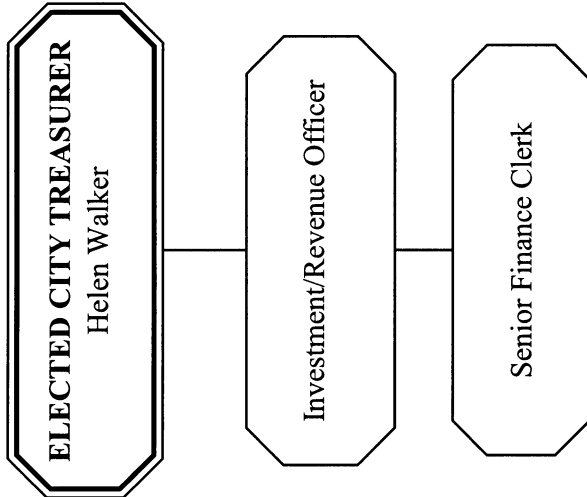
DEPARTMENT GOALS

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. Process miscellaneous and accounts receivable receipts.
7. Monitor and analyze revenue receipts and prepare the revenue budget.

ACCOMPLISHMENTS FOR 2012-13

1. Updated the City's Investment Policy.
2. Reviewed and updated the Investment Reference Manual.
3. Conducted cross-training with accounts payable staff to prepare miscellaneous and accounts receivable receipts as well as the accounts payable process including checks to vendors.

CITY TREASURER



CITY TREASURER

SCHEDULE OF POSITIONS

	APPROVED 2011-12	APPROVED 2012-13	BUDGET 2013-14
Elected Official:			
City Treasurer	1.000	1.000	1.000
Regular Full Time:			
Investment/Revenue Officer	1.000	1.000	1.000
Senior Finance Clerk	1.000	1.000	1.000
Total City Treasurer	3.000	3.000	3.000

CITY TREASURER DEPARTMENT

Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	Actual 2010-11	Actual 2011-12	Estimate 2012-13	Budget 2013-14
Salaries & Benefits	80,941	152,374	164,726	166,609
Maintenance & Operations	12,207	13,778	18,790	17,209
Total Department	93,148	166,152	183,516	183,818
 <u>DEPARTMENT PROGRAMS:</u>				
0501 City Treasurer	93,148	166,152	183,516	183,796
Total Department	93,148	166,152	183,516	183,818
 <u>DEPARTMENT FUNDING SOURCES:</u>				
100 General Fund	68,545	141,611	177,405	183,818
940 Orange Merged Capital Projects	18,452	18,406	6,111	-
941 Housing Set-Aside	6,151	6,135	-	-
Total Funding	93,148	166,152	183,516	183,818

CITY TREASURER | TREASURER OPERATIONS

PROGRAM DESCRIPTION

Provides for the investment of the City'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

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 2013-14

1. Update Statement of Investment Policy and make recommendations for enhancement to the City Council by October 2013. [2d]
2. Begin reviewing the Master Schedule of Fees and Charges in July 2013 and recommend any changes by November 2013. [2b]
3. Prepare a request for proposal and solicit bids from vendors for banking services by January 2014. [2d]



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Finance

FINANCE

MISSION

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.

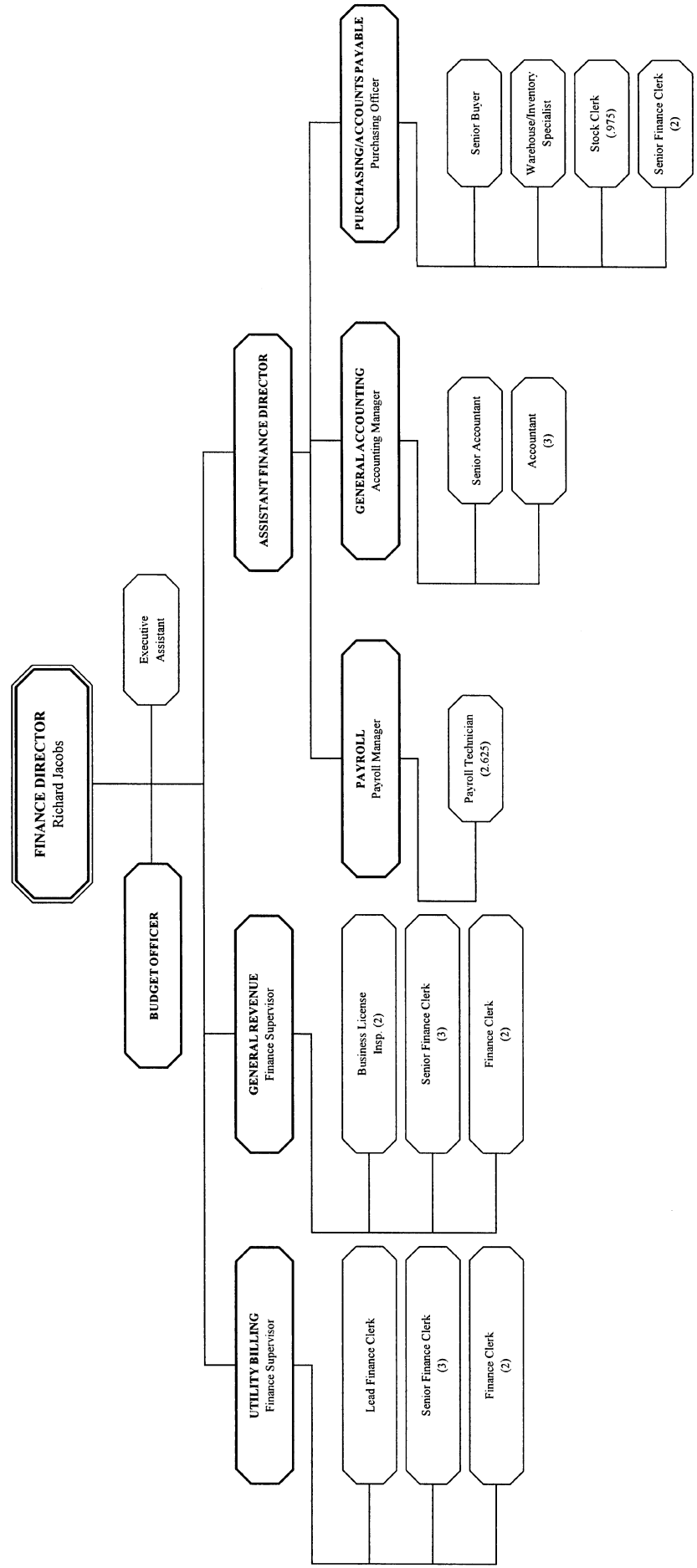
DEPARTMENT GOALS

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 Successor 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 and sanitation 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 2012-13

1. Implemented all financial reporting requirements of ABx1 26 and AB 1484 including preparation and review of the EOPS, ROPS, county audit, Agreed Upon Procedures (AUP) audit, Low & Moderate Income Housing Asset Transfer Form, Housing Due Diligence Review (DDR) and Other RDA DDR.
2. Implemented payroll / intellitime software conversion eliminating supplemental time sheets for employees charging staff time to special projects.
3. Implemented "my calPers" software conversion in payroll.
4. Provided salary and benefit information as part of the State Controller's Report.
5. Promoted on-line business license renewals with the goal of getting 20% of our 20,000 businesses to annually renew on-line. To-date have approximately 250 per month renewing on-line, or 15%.
6. Implemented new \$1.00 state mandated fee to provide training and education to small businesses to inform them of how to be in compliance with all ADA requirements.
7. Implemented previously approved 3% water rate adjustment effective January 1, 2013 and the new Multi-family water rates effective March 1, 2013.
8. Organized and Chaired the citywide Employee Octoberfeast potluck at Hart Park.
9. Coordinated the first departmental Open House (March 21, 2013).
10. Completed an in-depth Agreed Upon Procedures update of our entire Payroll and HR functions with our external auditors LSL. There were no significant findings; i.e., all employees are being paid correctly, taxes are being withheld correctly and all benefits and deductions have been verified.

FINANCE



FINANCE DEPARTMENT

SCHEDULE OF POSITIONS

	APPROVED 2011-12	APPROVED 2012-13	BUDGET 2013-14
Regular Full-Time:			
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	4.000	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	8.000	8.000	8.000
Warehouse/Inventory Specialist	1.000	1.000	1.000
<i>Regular Full-Time Sub-Total</i>	<i>34.000</i>	<i>32.000</i>	<i>32.000</i>
Regular Part-Time (FTE):			
° Office Assistant	0.500	0.000	0.000
Payroll Technician	0.625	0.625	0.625
Stock Clerk	0.500	0.500	0.500
<i>Regular Part-Time Sub-Total</i>	<i>1.625</i>	<i>1.125</i>	<i>1.125</i>
Part-Time/Non-Benefitted (FTE):			
° Finance Clerk	0.475	0.000	0.000
Stock Clerk	0.475	0.475	0.475
<i>Part-Time/Non-Benefitted Sub Total</i>	<i>0.950</i>	<i>0.475</i>	<i>0.475</i>
Total Finance	36.575	33.600	33.600

* 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 2013-14 fiscal year

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

FINANCE DEPARTMENT

Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	Actual 2010-11	Actual 2011-12	Estimate 2012-13	Budget 2013-14
Salaries & Benefits	2,963,574	2,876,626	2,816,396	2,978,845
Maintenance & Operations	947,459	857,586	862,354	753,189
Total Department	<u>3,911,033</u>	<u>3,734,212</u>	<u>3,678,750</u>	<u>3,732,034</u>
 <u>DEPARTMENT PROGRAMS:</u>				
1205 Purchasing and Warehouse	590,928	616,575	611,217	612,147
1221 General Revenue	797,496	756,947	788,688	786,396
1222 Utility Billing	1,175,316	1,080,002	1,080,083	1,021,525
1231 General Accounting	1,347,293	1,280,688	1,198,762	1,311,966
Total Department	<u>3,911,033</u>	<u>3,734,212</u>	<u>3,678,750</u>	<u>3,732,034</u>
 <u>DEPARTMENT FUNDING SOURCES:</u>				
100 General Fund	2,566,111	2,458,463	2,472,656	2,582,054
600 Water Utility Operations	1,175,316	1,080,002	1,080,083	1,021,525
790 Computer Equipment Replacement	-	-	-	12,223
940 Orange Merged Capital Projects	111,939	131,858	99,758	95,116
941 Housing Set-Aside	57,667	63,889	26,253	21,116
Total Funding	<u>3,911,033</u>	<u>3,734,212</u>	<u>3,678,750</u>	<u>3,732,034</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 best value available.
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, 17,000 invoices 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 2013-14

1. Automate and standardize the petty cash form for all City departments for more efficient and faster reimbursement processing by July 2013. [2a, 4d]
2. Continue to expand the capabilities of the Eden Contract Module to include City leases and professional service contracts by May 2014. [4b, 4c]
3. Add additional fields to bid records on the City website to include the assigned project manager and bid availability location by September 2013. [4a, 4c]
4. Enhance travel expense and monthly mileage reimbursement forms to automatically fill in the correct mileage rates for the selected calendar year by October 2013. [2a, 2d]
5. Participate in the Western States Contracting Alliance cooperative contracts to increase purchases of environmentally friendly products by August 2013. [2a, 4d]
6. Increase electronic purchase order placement with vendors to expedite delivery of goods and services by November 2013. [2a, 4c]

FINANCE | GENERAL REVENUE

PROGRAM DESCRIPTION

Provides 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 3,600 new business license applications, 18,000 renewals and 3,500 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 approximately 3,000 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 the regulatory permits for 39 massage establishments throughout the City.
8. Monitor approximately 500 business regulatory permits (massage therapists, secondhand dealers, firearm dealers, tow truck drivers).
9. Research approximately 12,000 records for non-compliant businesses.
10. Annually follow up and process approximately 7,500 non-compliant, delinquent or new business license leads.
11. Answer approximately 25,000 phone calls.
12. Perform hundreds of annual gross receipts audits.
13. Monitor Transient Occupancy Tax for 23 motels, hotels, inns or vacation rentals.
14. 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 2013-14

1. Research approximately 6,000 leads from the Franchise Tax Board by June 2014. [2b]
2. Research approximately 1,400 Fictitious Business Name Registrations from the Orange County Clerk Recorder's office by June 2014. [2b]
3. Research approximately 3,000 Seller's Permit Holders from the State Board of Equalization by June 2014. [2b]
4. Review all building permits issued by the City, checking all contractors, architects, engineers and others for business license compliance (ongoing). [2b]
5. Follow up approximately 2,000 delinquent business owners for closure or compliance. [2a]
6. Perform an audit of retail businesses by comparing sales tax data with gross receipts data by June 2014. [2b]
7. Review incentives to encourage on-line business license renewals by January 2014. [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 over 2,500 eBilling customers their notification of current bi-monthly bills.
3. Start and stop services for approximately 289 customers per month and prepare and send closing notices within 2 business days of termination. Manage and send all delinquent closed accounts to collections within 30 days of delinquency.
4. Create and process annually over 11,300 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 14,000 telephone calls, over 720 emails and over 7,000 counter customers annually.
6. Create, process and maintain over 1,060 landlord's Continue Service Agreements and over 3,800 customer's Automatic Clearing House agreements.
7. Create, process and manage an annual average of 13,000 customers for the paramedic subscription program.
8. Download and process all electronic customer payments on a daily basis. Annually, this includes over 23,000 ACH, approximately 41,600 electronic banking (Bill Consolidation) and over 84,500 Lockbox payments.
9. Download, process, and manage the eCare website payments (over 45,500). This includes over 12,000 annual credit card and electronic check payments made through the automated telephone system, Teleworks. Currently, there are 16,000 customers that can view and/or pay their bill on-line using the eCare website.
10. Accounts Receivable creates and sends over 7,200 first, second and third invoices annually, generating over \$8,700,000 along with sending all outstanding accounts to collections within 30 days of delinquency.

WORK PLAN FOR 2013-14

1. Implement sending the sanitation only accounts to the County to be added to the property owner's tax bills, by August 2013. [2d]
2. Work with the Utility Billing vendor to update the City website to be more user friendly by January 2014. [4c]
3. Investigate the possibility of implementing upgrades to the Accounts Receivable program by February 2014. [2d]
4. Provide educational training classes to all departments on Accounts Receivable by March 2014. [2d]

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 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.
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 102 funds.
7. Issue approximately 1,000 W-2's by January 31st each year.
8. Process payroll biweekly for approximately 800 employees with less than a 1% error factor.
9. Prepare quarterly payroll tax returns in compliance with Federal and State reporting requirements.
10. Prepare and calculate Position Budgeting for Annual Budget.
11. Prepare Annual Sick Leave Conversion calculation by January of each year.
12. Process all Open Enrollment changes by January of each year.
13. Process all Annual leave accruals and payoffs, if applicable, by January of each year.
14. Prepare Annual Street Fair invoice for staff time by December 1st each year.
15. Process all benefit and/or compensation changes per MOU or LOU for 19 different salary groups.
16. Administer and monitor financial activity to ensure that it reflects the adopted budget.

WORK PLAN FOR 2013-14

1. Re-organize the General Accounting and Payroll Divisions for comprehensive cross-training and back-up based on vacancies and recent hires by December, 2013. [2d, 4d, 4e]
2. Review and update the security settings for all users of the accounting financial software program, Eden by June, 2014. [4d, 4e]
3. Setup and test the group budgeting function for all funds in the accounting financial software package, Eden by September 2013. [4d, 4e]
4. Revise processing of fringe benefit adjustments to W-2 taxable wages to an 'as earned basis' rather than accumulated at year end by August 2013. [2a]
5. Review feasibility of processing employee reimbursements through Payroll rather than through Accounts Payable to comply with any W-2 reporting requirements by September 2013. [2a]
6. Review the feasibility of refunding the Del Rio Community Facility District (CFD) special assessment bonds by October, 2013.
7. Coordinate the wind-down of the former RDA and help with financial reporting, budgeting, and Oversight Board actions.

Human Resources

HUMAN RESOURCES

MISSION

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

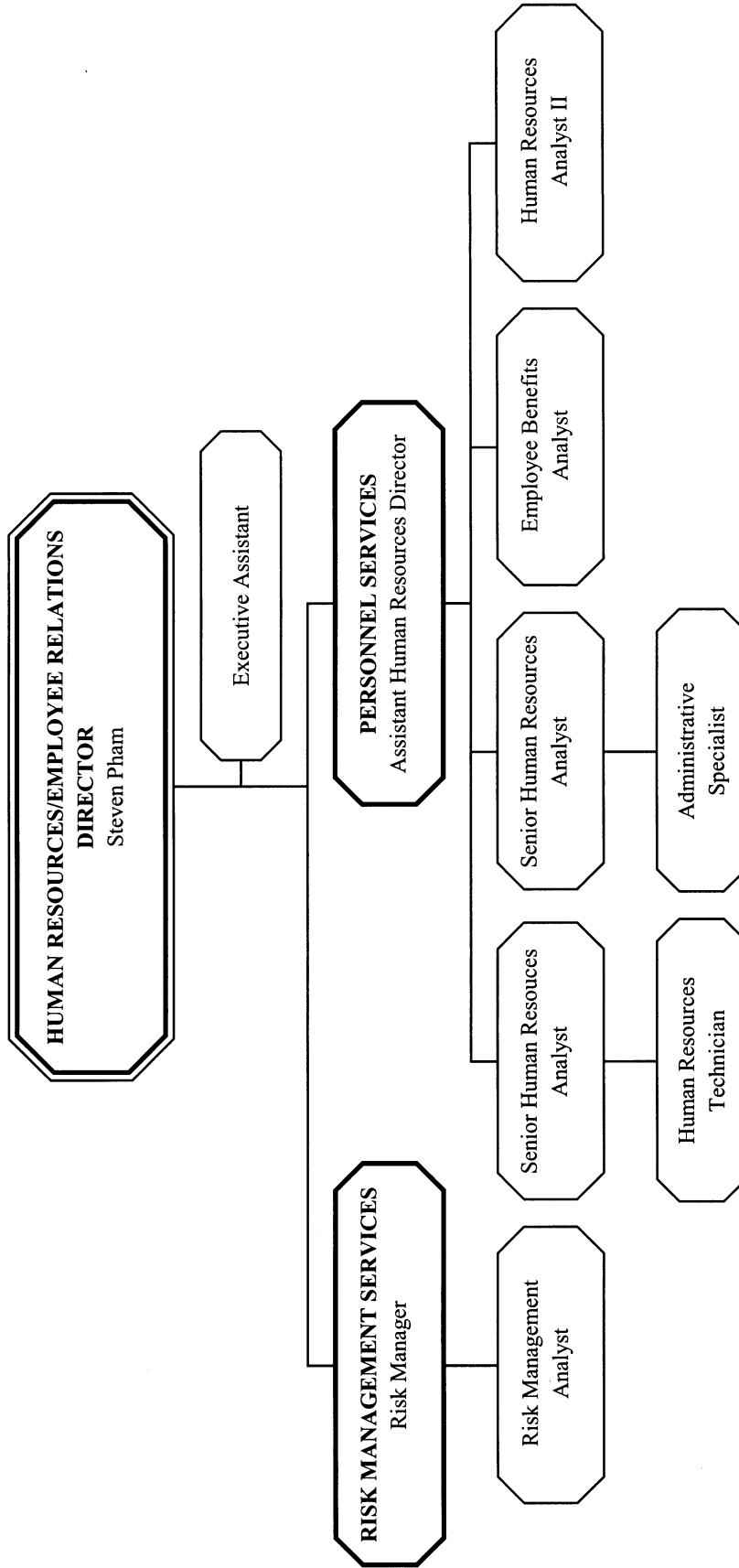
1. Recruit, hire and retain the most qualified employees within the organization.
2. Negotiate, implement and administer labor contracts with all recognized bargaining units.
3. Administer classification, compensation and employee benefit programs.
4. Ensure compliance with local, state and federal employment 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 2012-13

1. Assisted in the meet and confer process and prepared MOU's as directed for 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. Prepared Top Management employee resolution.
2. Promoted Risk Management Analyst. Newly trained on City's risk programs, including workers compensation.
3. Processed 24 City employee retirements in calendar year 2012.
4. Recruited for critical vacancies, where approved, receiving 9,282 employment applications, generating 40 eligibility lists. Conducted 108 background investigations and hired 79 quality employees. 11,507 Job Interest Cards were submitted to the City's on-line hiring site during CY 2012.
5. Completed the 2013 Employee Insurance Open Enrollment period. 224 employees made 317 insurance changes, including 45 Orange City Firefighters switching to PORAC health insurance.
6. Conducted orientation for 78 new and returning summer employees for Aquatic and Rec. Programs.
7. Conducted the mandated AB1825 Workplace Harassment Prevention Training; developed specialized employee training as requested; participated in Team Orange Initiative; administered the OC training consortium's employee relations workshops.
8. Reviewed contracts for the City's eight (8) employee fringe benefit insurances for the 2013 plan year; amending the Tri-Ad contract per IRS code and negotiated a 3% increase in Delta Dental insurance.
9. Continued to coordinate the City's Volunteer Program, processing 160 volunteers in CY 2012.
10. Partnered with City departments to provide advice and direction on grievances, disciplinary actions, organizational changes and any employee/labor relations issues.
11. Administered the grant funded City's Trip Reduction Program. City reached the Average Vehicle Reduction goal again. Conducted the Employee/Retiree Rideshare/Health Fair September 20, 2012.
12. Recognized 110 employees through the Employee Service Award Recognition Program during 2012.
13. Judiciously administered Unemployment Insurance claims against the City for separated employees.
14. Generated periodic reports on vacant and frozen positions including associated cost savings.
15. Conducted 12 safety training/regulation workshops in calendar year 2012, with an average class attendance of 40 employees. Updated safety video library. Coordinated Safety Committee Meetings.
16. Conducted annual safety audit and inspection of the City's Water Plant and Corporate Yard.

17. Investigated and settled 50 property damage claims, recovering approximately \$50,000. Recovered \$380,000 from property insurance due to Water Avenue building vandalism and a vehicle accident.
18. Conducted field audit of Workers' Compensation administrator and claim files.
19. Obtained an actuarial report on both liability and Workers' Compensation fund.

HUMAN RESOURCES



HUMAN RESOURCES

SCHEDULE OF POSITIONS

	APPROVED 2011-12	APPROVED 2012-13	BUDGET 2013-14
Regular Full-Time:			
Executive Assistant	1.000	1.000	1.000
Employee Benefits Analyst	1.000	1.000	1.000
Human Resources Analyst II	1.000	1.000	1.000
Assistant Human Resources Director	1.000	1.000	1.000
° Human Resources Technician	2.000	1.000	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
Total Human Resources	12.000	11.000	11.000

° Eliminated: 1 Human Resources Technician

HUMAN RESOURCES DEPARTMENT

Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	Actual 2010-11	Actual 2011-12	Estimate 2012-13	Budget 2013-14
Salaries & Benefits	1,525,913	1,450,789	1,719,523	1,756,107
Maintenance & Operations	4,172,158	4,946,715	4,772,556	5,289,445
Capital Outlay	13,540	12,422	36,795	28,000
Total Department	5,711,611	6,409,926	6,528,874	7,073,552
<u>DEPARTMENT PROGRAMS:</u>				
1401 Personnel Administration	1,331,623	1,311,069	1,364,246	1,386,234
1411 Risk Management	334,090	366,461	350,122	386,361
1412 Liability & Workers' Compensation	3,541,665	4,230,514	4,306,581	4,788,955
1413 Self Funded Ins-Employee Benefit	504,233	501,882	507,925	512,002
Total Department	5,711,611	6,409,926	6,528,874	7,073,552
<u>DEPARTMENT FUNDING SOURCES:</u>				
100 General Fund	1,143,252	1,111,909	1,189,048	1,192,754
245 Air Pollution Reduction	117,521	127,400	130,695	146,612
730 Self Insurance Workers' Comp.	3,180,953	3,333,152	3,253,849	3,765,610
740 Self Insurance Liability	737,519	1,307,713	1,446,786	1,456,574
752 Self Insurance Dental	458,435	433,708	414,471	417,519
760 Employee Accrued Liability	45,798	68,176	93,454	94,483
940 Orange Merged Capital Projects	28,133	27,868	571	-
Total Funding	5,711,611	6,409,926	6,528,874	7,073,552

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 2013-14

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, 2014. [4e]
2. Organize and conduct the annual Employee Rideshare/Health Fair and Employee Insurance Open Enrollment period by November 30, 2013. [3e]
3. Update the City-wide Employee Performance Evaluation program including training for supervisors and managers by June 30, 2014. [4e]
4. Conduct employee processing and orientation for Community Services summer programs by May 31, 2014. [4e]
5. Conduct Employee Retirement Workshops, Employee Relations Training and develop special employee training as requested by departments by June 30, 2014. [4e]
6. Review contracts and competitive bids for the City's eight (8) employee fringe benefit insurance programs for the 2014 benefit plan year by December 2013. [4e]
7. Continue to coordinate and expand the City's Volunteer Program by June 30, 2014. [4e]
8. Partner with City departments to provide advice and direction on grievances, disciplinary actions, organizational changes and any employee/labor relations issues by June 30, 2014. [1a]

9. Conduct 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 three (3) of the four (4) safety labor groups of Fire Management, Police and Police Management by June 30, 2014. [1a]
10. Prepare new salary resolution for Top Management Employees by December 2013. [1a]
11. 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, 2014. [3e]
12. Continue to judiciously administer Unemployment Insurance claims against the City for separated employees through June 30, 2014. [2b]
13. Generate periodic reports on vacant and frozen positions including associated cost savings through June 30, 2014. [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 2013-14

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 2014. [2d]
2. Provide safety training on regulations and OSHA programs to prevent injuries and reduce liability to the City through June 2014. [1a]
3. Conduct field audit of Workers' Compensation administrator and claim files by November 2013. [2d]
4. Obtain an actuarial report on both liability and Workers' Compensation fund by September 2013. [2d]
5. Conduct several city-wide Safety Committee meetings by June 2014. [1a]
6. Scan property damage claim files for FY 2012-2013 by December 2013. [2d]

HUMAN RESOURCES | LIABILITY & WORKERS' COMPENSATION

PROGRAM DESCRIPTION

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

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.

*Information
Technology*

INFORMATION TECHNOLOGY

MISSION

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.

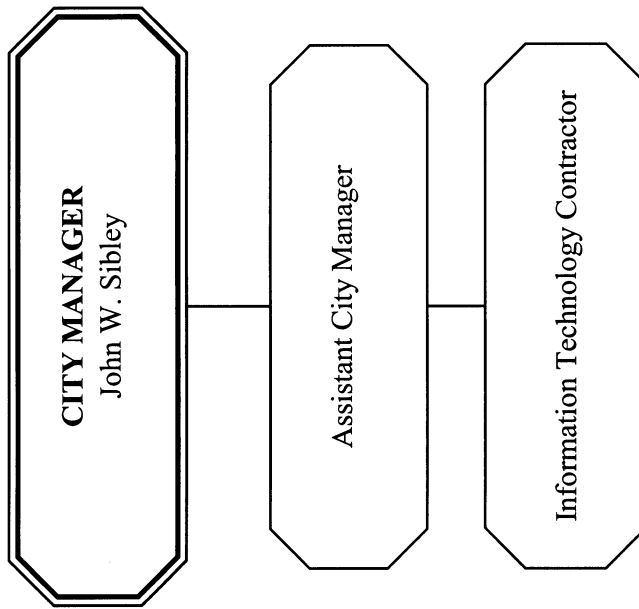
DEPARTMENT GOALS

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 2012-13

1. Monitored vendor compliance with the terms of the IT outsourcing agreement on a monthly basis.
2. Completed the preparation of an IT Disaster Recovery Plan, Document Management Plan and a GIS Master Plan.
3. Completed the installation of a data management application to support the operations of the Storage Area Networks (SAN) at the Civic Center and Police Department.
4. Replaced network core infrastructure that reached end of life.
5. Continued to migrate data and applications that reside on individual servers to the virtual server environment.
6. Completed the first PC refresh in over 5 years by replacing approximately 125 PC's throughout the City.
7. Implemented major system upgrades to the evidence management application at the Police Department.
8. Installed new audio/video equipment in the Weimer Room.
9. Issued an RFP to solicit vendors for the design of the Audio/Video and Production Upgrades in the City Council Chambers.
10. Issued an RFP to solicit vendors to install an In-Car Video system for Police Department safety vehicles.
11. Evaluated and selected the preferred alternatives to increasing the bandwidth to remote City facilities that are not currently on the City's fiber network.
12. Evaluated Mobile Data Computer (MDC) options for possible installation in safety vehicles.
13. Conducted a data work flow assessment at the Police Department.
14. Evaluated Voice Over Internet Protocol (VoIP) systems in preparation for the issuance of an RFP in early FY 14.
15. Completed a redesign in the Data Center at the Civic Center to create a more efficient IT operation.

INFORMATION MANAGEMENT



INFORMATION TECHNOLOGY DEPARTMENT

Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	<u>Actual 2010-11</u>	<u>Actual 2011-12</u>	<u>Estimate 2012-13</u>	<u>Budget 2013-14</u>
Maintenance & Operations	1,742,375	1,580,501	2,779,355	1,879,766
Total Operating Budget	1,742,375	1,580,501	2,779,355	1,879,766
Capital Improvements	1,114,317	397,028	1,586,769	1,600,000
Total Department	<u>2,856,692</u>	<u>1,977,529</u>	<u>4,366,124</u>	<u>3,479,766</u>
 <u>DEPARTMENT PROGRAMS:</u>				
1601 Information Management Systems	2,856,692	1,977,529	4,366,124	3,479,766
Total Department	<u>2,856,692</u>	<u>1,977,529</u>	<u>4,366,124</u>	<u>3,479,766</u>
 <u>DEPARTMENT FUNDING SOURCES:</u>				
130 PEG Program	-	-	-	100,000
500 Capital Projects Fund	-	-	50,000	-
780 Information Systems	1,742,375	1,579,233	2,098,475	1,879,766
790 Computer Replacement	1,114,317	398,296	2,217,649	1,500,000
Total Funding	<u>2,856,692</u>	<u>1,977,529</u>	<u>4,366,124</u>	<u>3,479,766</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 2013-14

1. Replace two network servers that have reached end of life and implement increased server virtualization by June 2014. [4c]
2. Upgrade the audio/video equipment and functionality for the City Council Chambers by June 2014. [2d, 4c]
3. Upgrade the cabling throughout the Civic Center by December 2013. [4c]
4. Issue an RFP, select a vendor and install a Voice Over Internet Protocol (VoIP) telephone system to replace the existing 25-year old telephone system by June 2014. [4c]
5. Continue to implement the PC refresh program by replacing approximately 150 PC's by June 2014. [4c]
6. Work with the Police and Fire Departments to select and install Mobile Data Computers (MDC's) in safety vehicles by March 2014. [1a, 4c]
7. Implement Sharepoint as a means to improve data sharing and document management by June 2014. [4c]
8. Implement a new Microsoft Enterprise Licensing Agreement by December 2013. [4c]
9. Evaluate opportunities to expand Geographic Information Systems (GIS) functionality across City operations by December 2013. [4c]
10. Continue to evaluate methods to consolidate permitting applications through City operations by June 2014. [4c]
11. 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 2014. [4c]

Library

LIBRARY SERVICES

MISSION

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.

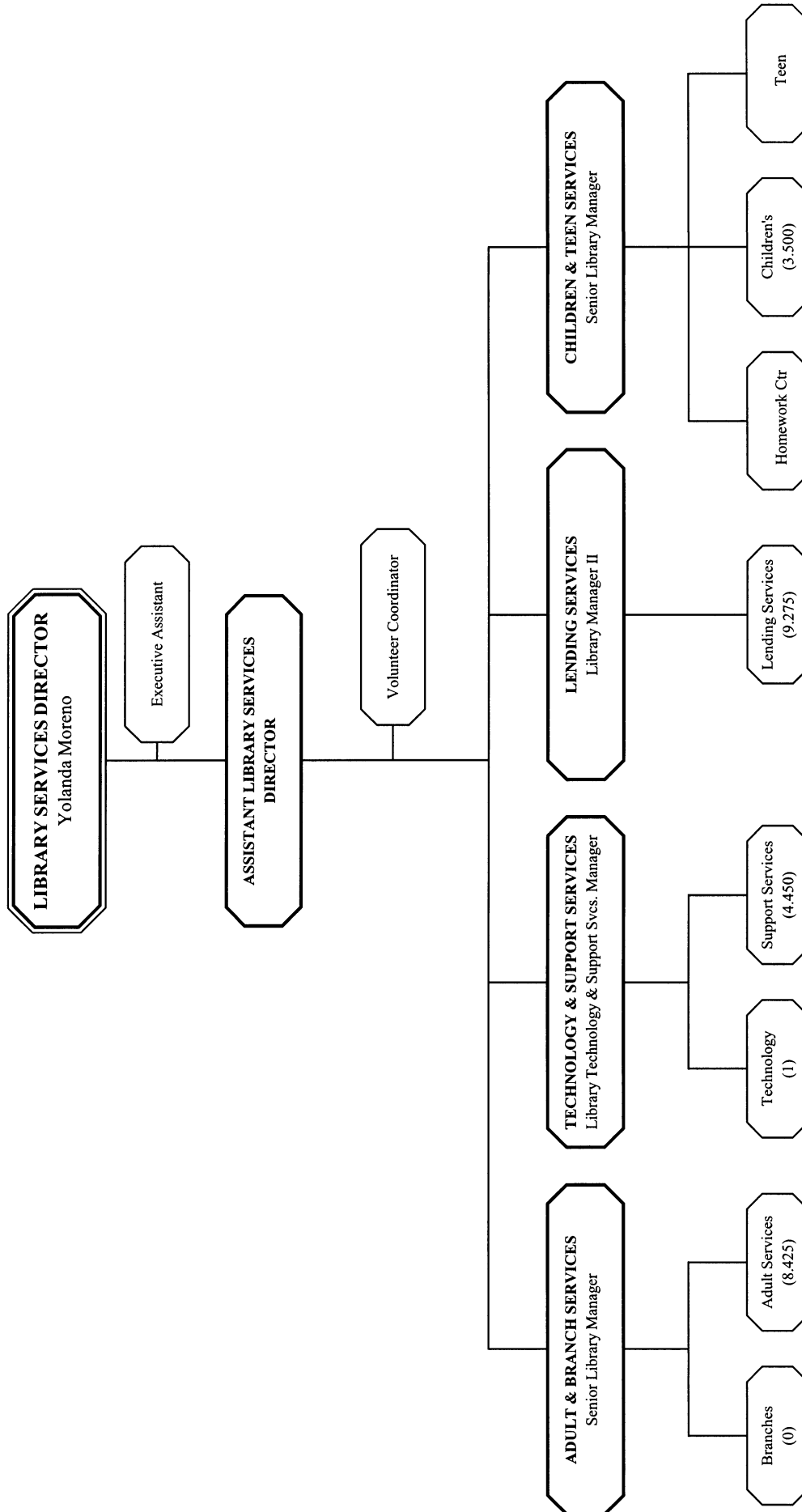
DEPARTMENT GOALS

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 2012-13

1. Expanded library hours from 85 hours to 117 hours per week for an increase of 37.6%.
2. Hired Library Volunteer Coordinator who evaluated and centralized volunteer processing.
3. Implemented eBook service creating a 24-hour availability of popular fiction and non-fiction books for adults, teen and children.
4. Increased programming for adults by collaborating with local small and non-profit businesses in Orange.
5. Consolidated service desks at branches to provide customer-friendly, single point of service assistance.
6. Established a Teen Advisory Group (TAG) to collaborate with Teen Services Librarian on programming, outreach and collection development.
7. Conducted four oral history interviews of Orange residents for inclusion in the local history collection.
8. Collaborated with IT staff to research and implement Web Services, which will enable the library to offer patrons a mobile application to access the online catalog from their smart phones.
9. Increased usage of self-checkout, thereby supporting the transition to staffing changes at Lending Services Desk.

LIBRARY SERVICES



LIBRARY SERVICES

SCHEDULE OF POSITIONS

	APPROVED 2011-12	APPROVED 2012-13	BUDGET 2013-14
Regular Full-Time:			
* Assistant Library Services Director	1.000	1.000	1.000
Executive Assistant	1.000	1.000	1.000
° Finance Clerk	1.000	0.000	0.000
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	3.000	3.000
° Library Clerk	2.000	1.000	1.000
° Library Manager I	1.000	0.000	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	1.000	1.000
Library Technology Coordinator	1.000	1.000	1.000
° Senior Library Clerk	4.000	2.000	2.000
Senior Library Manager	2.000	2.000	2.000
<i>Regular Full-Time Sub-Total</i>	<i>33.000</i>	<i>28.000</i>	<i>28.000</i>
Regular Part-Time (FTE):			
Librarian II	0.500	0.500	0.500
Library Clerk	1.500	1.500	1.500
Library Page	1.500	1.500	1.000
<i>Regular Part-Time Sub-Total</i>	<i>3.500</i>	<i>3.500</i>	<i>3.000</i>
Part-Time/Non-Benefitted (FTE):			
* Library Assistant	1.425	1.425	1.925
Library Clerk	2.375	2.375	2.375
° Library Page	7.600	4.725	5.225
<i>Part-Time/Non-Benefitted Sub-Total</i>	<i>11.400</i>	<i>8.525</i>	<i>9.525</i>
Total Library Services	47.900	40.025	40.525

* Of the 40.525 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 2013-14 fiscal year

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

LIBRARY SERVICES DEPARTMENT

Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	Actual 2010-11	Actual 2011-12	Estimate 2012-13	Budget 2013-14
Salaries & Benefits	2,677,355	2,730,277	2,850,478	2,885,540
Maintenance & Operations	1,056,097	1,054,925	1,144,353	980,042
Capital Outlay	10,823	13,760	12,000	2,500
Total Operating Budget	3,744,275	3,798,962	4,006,831	3,868,082
Capital Improvements	29,450	8,519	41,481	-
Total Department	3,773,725	3,807,481	4,048,312	3,868,082
 <u>DEPARTMENT PROGRAMS:</u>				
2001 Library Administration	727,141	760,286	876,936	741,458
2004 Technology & Support Services	709,205	683,035	738,163	758,366
2014 Lending Services	578,545	689,468	696,049	697,967
2016 Adult & Young Adult Services	1,013,538	961,564	1,137,982	983,524
2017 Children & Branch Services	745,296	713,128	599,182	686,767
Total Department	3,773,725	3,807,481	4,048,312	3,868,082
 <u>DEPARTMENT FUNDING SOURCES:</u>				
100 General Fund	3,744,275	3,798,962	4,006,831	3,868,082
573 Library Facility Fees	29,450	8,519	41,481	-
Total Funding	3,773,725	3,807,481	4,048,312	3,868,082

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 coordinates the volunteer program and 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 2013-14

1. Re-establish funding for Alternate Workers to maintain basic public desk coverage during staff absences by Aug. 2013. [4b]
2. Evaluate the re-establishment of the Orange County Library Consortium with other Library Directors by Dec. 2013. [4d]
3. Plan and present Library Staff Development Day by Feb. 2014. [4e]
4. Coordinate volunteer training and procedures by Apr. 2014. [4b]

LIBRARY SERVICES | TECHNOLOGY & SUPPORT SERVICES

PROGRAM DESCRIPTION

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

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.
5. Coordinate and maintain the Library's web pages.

WORK PLAN FOR 2013-14

1. Implement a solution to resolve ongoing network connectivity issues at the branch libraries by September 2013. [4c]
2. Provide SirsiDynix Symphony web-based training for Acquisitions and Cataloging modules to the newly hired Technical Services Librarian by October. 2013. [4e]
3. Document the ordering, cataloging, processing and ILL processes and create a procedure manual for cross training and succession planning by June. 2014. [4e]

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 division also manages the routine mechanical operations of the Automated Materials Handling System (AMHS) and self-checkout machines.

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 2013-14

1. Implement Orange Public Library's participation in the new Orange County Library Consortium delivery system by August 2013. [4b]
2. Evaluate the intra-library delivery service to provide better customer service by September 2013. [4b]
3. Create a New Library Patron introduction to automated services plan using volunteers by January 2014. [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 Division also oversees 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, digital 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. Facilitate public online access to information through subscription databases and public internet resources.
5. Provide cultural, educational and informational programs for the community.
6. 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 2013-14

1. Conduct a Job Searching/Networking program to educate the public featuring the new library database, JobScout by September 2013. [3e]
2. Develop digital local history guides featuring topics of interest to facilitate easier use of the local history collection for the public by December 2013. [5d]
3. Enhance the local history website to promote current local history donations and highlight local history news by February 2014. [5d]
4. Evaluate and create a report on the adult Spanish fiction and non-fiction collections at all three of the Orange Public Libraries by June 2014. [4b]

LIBRARY SERVICES | CHILDREN'S & TEEN SERVICES

PROGRAM DESCRIPTION

The Children's & 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 Children's and Teen Homework Centers, staffed by volunteers.

SERVICE OBJECTIVES

1. Provide basic reference services in the Children's & 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 - grade 6 and teens in 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 2013-14

1. Create, implement and evaluate a Read-to-Me, early literacy component of the Children's Summer Reading Club by September 2013. [4b]
2. Collaborate and implement with the Orange Public Library Foundation on the Klein Family "eBooks Program Youth and Teens @ Orange Public Library" (ePYT@OPL) grant program by Dec. 2013. [3e]
3. Develop a plan with the Teen Advisory Group (TAG) to increase outreach to teens by June 2014. [4b]



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Fire

FIRE DEPARTMENT

MISSION

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.

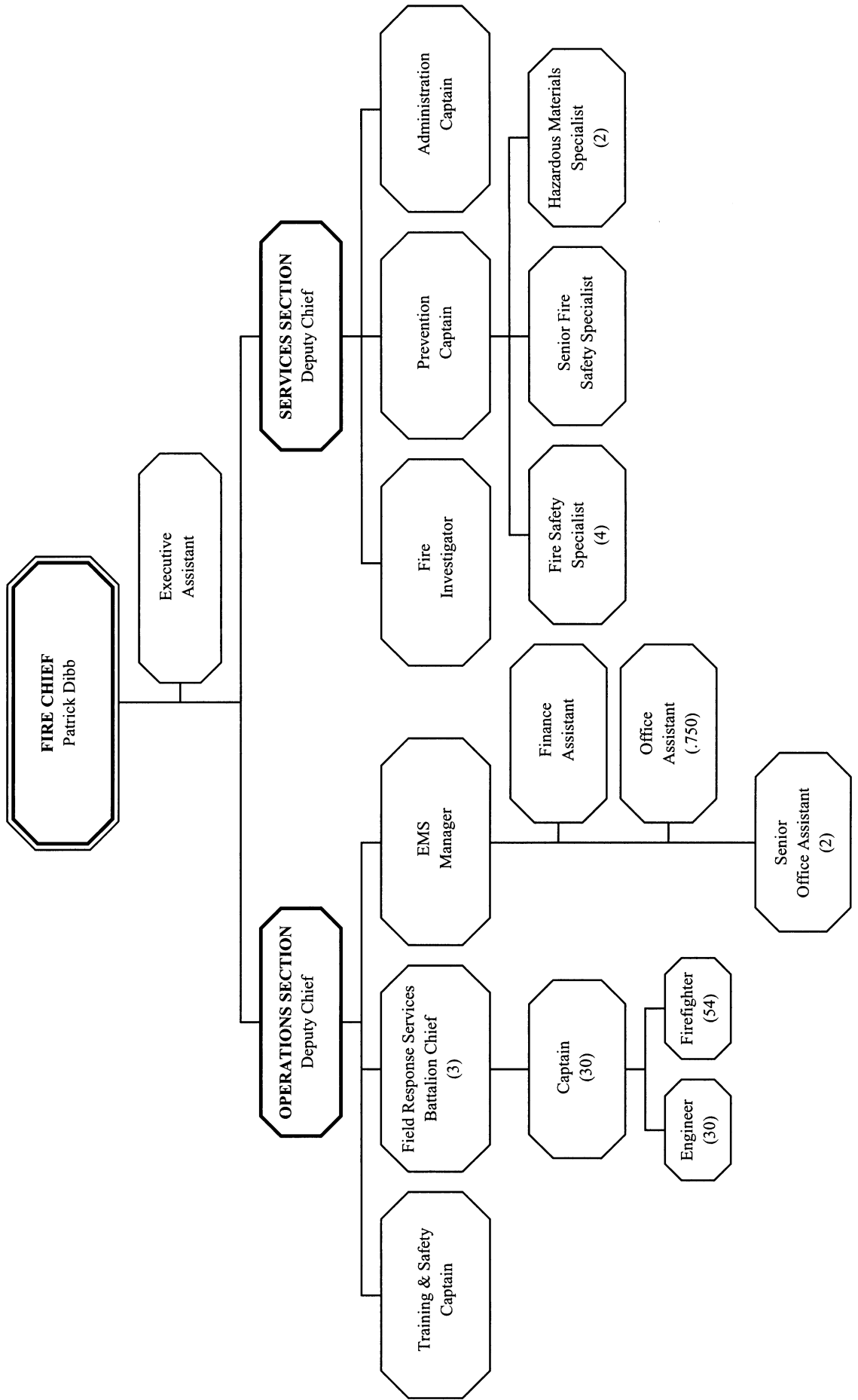
DEPARTMENT GOALS

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 2012-13

1. Responded to a total of 12,312 incidents during 2012.
2. Continued update of the Fire Department Operations Center at Fire HQ.
3. Provided terrorism training for over 50 personnel, which was funded through Federal UASI grant monies.
4. Provided advanced technical rescue classes, ICS and wildland courses to over 20 personnel, which was funded through Federal UASI grant monies.
5. Delivered 92 public education programs.
6. Processed 426 building and development plans to assure the safety of newly constructed buildings.
7. Completed 6,945 fire and life safety inspections of commercial and public facilities.
8. Conducted 104 fire cause and origin investigations and 14 formal arson investigation cases.
9. Developed specifications for construction of a model year 2013 "Quint" Fire Apparatus. A "Quint" has five features: Fire pump, fire hose, water tank, ground ladders and a 100' aerial ladder. This unit will replace Truck 26, which is a twenty-year old fire appartatus.

FIRE



FIRE DEPARTMENT

SCHEDULE OF POSITIONS

	APPROVED 2011-12	APPROVED 2012-13	BUDGET 2013-14
Sworn Regular Full-Time:			
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>
Non-Sworn Regular Full-Time:			
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
* 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>
Non-Sworn Regular Part-Time (FTE):			
Office Assistant	0.750	0.750	0.750
Total Fire	136.750	136.750	136.750

* Of the 136.75 full-time equivalent (FTE) positions, 10 FTE positions (3 Fire Captains, 3 Fire Engineers, 3 Fire Fighters and 1 Snr Fire Safety Specialist) are being held vacant and have not been budgeted in the 2013-14 fiscal year

FIRE DEPARTMENT

Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	Actual 2010-11	Actual 2011-12	Estimate 2012-13	Budget 2013-14
Salaries & Benefits	22,116,983	22,572,035	22,735,193	23,272,810
Maintenance & Operations	2,776,073	2,946,491	3,255,257	2,442,066
Capital Outlay	20,012	34,875	86,925	51,822
Total Operating Budget	24,913,068	25,553,401	26,077,375	25,766,698
Capital Improvements	377,755	331,315	1,296,614	1,629,800
Total Department	25,290,823	25,884,716	27,373,989	27,396,498
 <u>DEPARTMENT PROGRAMS:</u>				
3001 Office of the Fire Chief	401,312	318,901	319,360	357,653
3011 Fire Administration	934,259	762,044	703,904	713,541
3012 Fire Prevention	1,630,944	1,352,898	1,735,901	1,709,433
3015 EMT Program	1,419,964	1,749,353	1,529,515	1,612,995
3021 Fire Operations	12,553,667	12,447,455	14,035,672	13,715,600
3022 Paramedics	7,831,160	8,680,469	8,176,548	8,777,996
3023 Fire Training	519,517	573,596	873,089	509,280
Total Department	25,290,823	25,884,716	27,373,989	27,396,498
 <u>DEPARTMENT FUNDING SOURCES:</u>				
100 General Fund	23,209,607	23,486,675	24,007,894	23,853,726
120 Proposition 172	83,405	88,946	397,888	431,644
125 Emergency Transport Program	1,647,334	2,001,267	1,935,413	1,856,128
500 Capital Projects Fund	2,385	281,905	85,355	-
550 Reimbursable Capital Projects	306,248	5,672	7,335	-
560 Fire Facilities Fees	61	-	901,280	1,255,000
594 Serrano Heights CFD 91-2	-	-	38,480	-
940 Orange Merged Capital Projects	41,783	20,251	344	-
Total Funding	25,290,823	25,884,716	27,373,989	27,396,498

FIRE DEPARTMENT | FIRE CHIEF

PROGRAM DESCRIPTION

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

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 2013-14

1. Maintain the highest possible level of service within the constrained budget environment (Ongoing). [1a]
2. Continue to monitor trends throughout the department to improve efficiency and effectiveness and identify cost-saving opportunities (Ongoing). [2a]
3. Develop, communicate and implement Fire Department vision statement, values and goals for 2013-2014. Specific goals for each division are outlined separately. [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 and provides direction for future programs, facilities and supplies.

WORK PLAN FOR 2013-14

1. Conduct inspections of all personnel, apparatus and facilities to ensure compliance with applicable rules, regulations and industry standards by September 2013. [1a]
2. Utilize varying media to reach out to the citizens and businesses of Orange (website, social media, PR events, public education). [1e]
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 2014. [1a]
4. Pursue all reimbursement due to the City from mutual aid activity (Strike Team Reimbursement) by June 2014. [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 2014. [1a]
7. Complete Fire Station remodels at Station 2,3,4 & 5 by August 2013. [3c]
8. Improve internal communication (adopt Lexipol EO/GO, develop Sharepoint, conference calls and emails to disseminate important materials, station lunches w/Chief, etc.). [4c]
9. Reward personnel for completion of duties related to valor, expertise, etc. [4e]

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 2013-14

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 2014. [2a]
2. Research and develop an electronic plan review program in collaboration with the Community Development Department by January 2014. [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 2014. [1a]
5. Recruit and hire two Fire Safety Specialists for existing vacancies. [1a]

FIRE DEPARTMENT | EMERGENCY MEDICAL TRANSPORTATION**PROGRAM DESCRIPTION**

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

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 rates from citizens experiencing medical emergencies.

WORK PLAN FOR 2013-14

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 Jan 2014. [1b]
3. Provide department-wide implementation of OC-MEDs electronic data collection by Jan 2014. [1b]
4. Transition from paper based to electronic Continuous Quality Improvement to better monitor care provided to patients by Jan 2014. [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 appropriate staffing levels 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 2013-14

1. Continue to provide in-service training for department personnel through June 2014. [1a]
2. Monitor and refine the CAD Move Up module for fire station coverage with Metro Net Dispatch through June 2014. [1c]
3. Inspect all fire station, grounds and apparatus by October 2013. [1b]
4. Develop and implement programs to reduce emergency response times by June 2014. [1a]
5. Update Auto Aid response agreements with neighboring agencies through June 2014. [1c]
6. Develop, identify and update target hazards and preplans by June 2014. [1a]
7. Develop, equip and train all department personnel for Active Shooter Incidents (ASI). [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 2013-14

1. Coordinate Quarterly consolidated EMS Training at North Net Fire Training with EMS Training in Fire Stations to keep units in first due areas.(Ongoing). [1a]
2. Implement new Advanced Life Support devices/equipment and procedures as directed by Orange County EMS by June 2014. [1a]
3. Expand implementation of electronic data collection/patient care record system throughout department by Jan 2014. [1a]
4. Modify existing QI Plan to incorporate O.C. EMS Standing Orders and electronic patient care records by June 2014.
5. Implement an electronic medical supply accountability system by July 2013.[1a]

FIRE DEPARTMENT | TRAINING

PROGRAM DESCRIPTION

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

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.
6. Provide a means of delivering web based training that can be viewed in the fire stations.

WORK PLAN FOR 2013-14

1. Provide for direction of the in-service training program by June 2014. [1a]
2. Coordinate UASI grant funded training through June 2014. [2a]
3. Coordinate and conduct a Fire Engineers Academy by December 2014. [1a]
4. Coordinate and conduct a Fire Fighter Recruit Academy by December 2013. [1a]
5. Provide safety inspections of fire stations and grounds by June 2014. [1b]
6. Institute and manage the Target Solutions web based training program by June 2014. [1a]
7. Coordinate and conduct training for an Active Shooter Incident by December 2013. [1a]
8. Conduct collaborative firefighter skills training with neighboring agencies by December 2013. [1a]



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Police

POLICE

MISSION

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

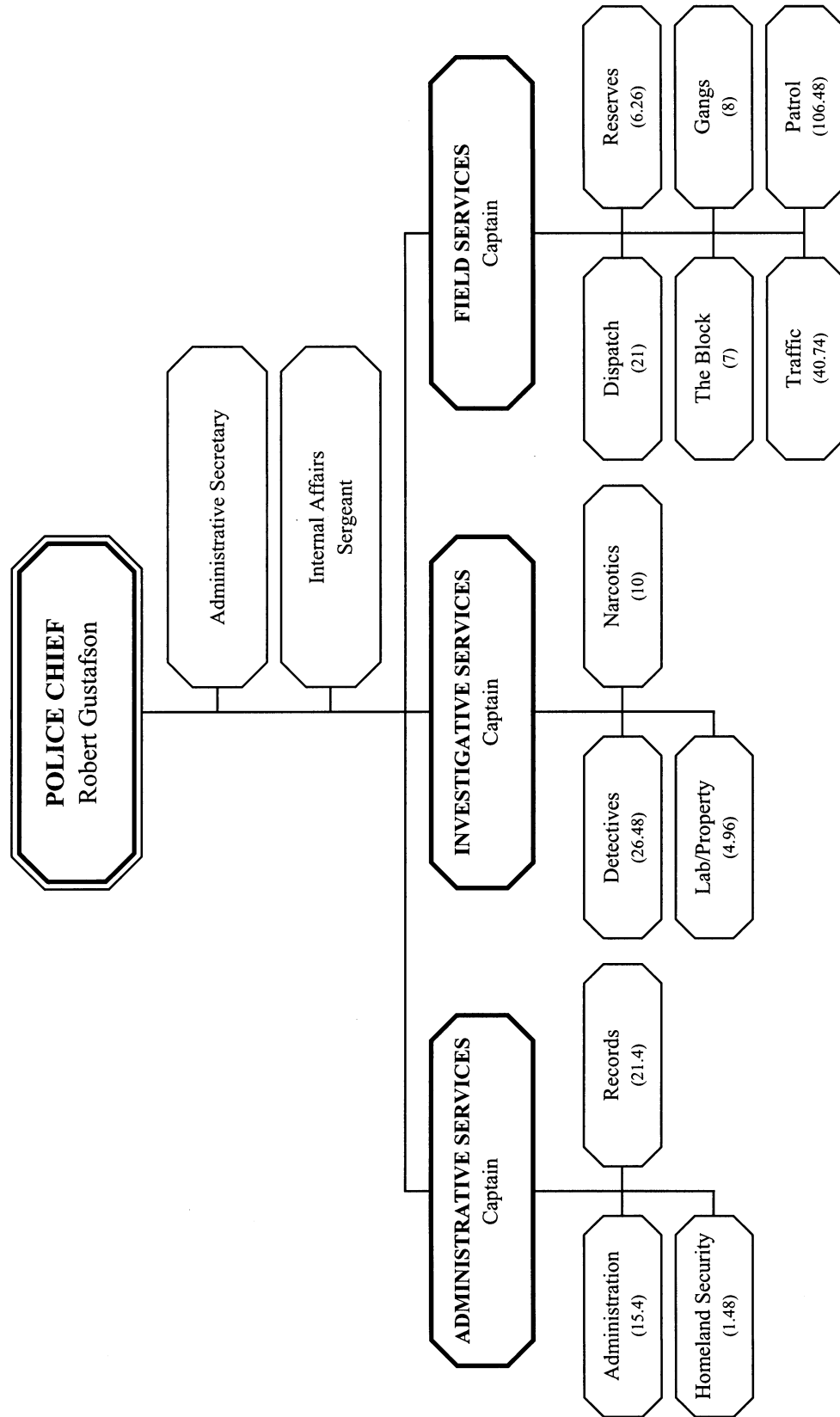
1. Coordinate the resources of all City departments relative to emergency services and homeland security and maintain the operational capability of the City's Emergency Operations Center (EOC).
2. Create a safe environment for our citizens by utilizing all available resources as we work to suppress criminal 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 2012-13

1. Through the Gang Unit, completed two special operations in conjunction with patrol personnel, to maximize gang enforcement during spring break and the first month of OUSD's summer recess. The additional officers supplemented the Gang Unit with directed patrols, probation and parole compliance checks and investigation of taggers.
2. Through the Gang Unit, was successful in obtaining a \$250,000 grant from the California Emergency Management Agency for Gang Reduction, Intervention and Prevention (GRIP). A portion of the funding is allocated for overtime costs associated with curfew and truancy sweeps and directed suppression enforcement activity. GRIP partners who provide at-risk youth mentoring, tutoring and counseling services also received grant funding. Community partnerships have been strengthened along with furthering the coordination and goals of gang prevention, intervention and suppression activities.
3. Participated in the "Thanksgiving Turkey Event" with the GRIP Program. Turkeys were distributed to families in need. GRIP events were also held at California, Handy and Esplanade Elementary Schools.
4. Coordinated two GRIP 360 projects in the City through the Youth Services Bureau. The first took place in March, in the Highland/Del Mar neighborhood. Twenty-three properties received repairs because of the efforts of over 100 volunteers. The second event took place in December, in the 200 block of W. Mayfair. A total of 18 properties received repairs with the participation of over 70 volunteers.

5. Obtained two Office of Traffic Safety (OTS) grants totaling \$216,669 for DUI and traffic safety enforcement. The DUI Team had another successful year with over 441 DUI arrests. The Traffic Bureau's efforts contributed to the safety of Orange's motoring public.
6. Chosen by the Integrated Law & Justice Association of Orange County (ILJAOC) to help with the research and development of electronic ticket writers. Upon the completion of the testing period, the ILJAOC will deploy the e-Citation System countywide.
7. Handled 244,595 telephone calls including 51,084 incoming 9-1-1 calls and 54,916 outgoing calls to assist PD employees in their duties.
8. Replace the digital voice logging recorder, as recommended by Arroyo & Associates, through the early use of State 9-1-1 funding.
9. Conducted 20 recruitments for fourteen different positions and a special assignment process. Fifteen new employees were hired and 14 current employees promoted to different ranks or positions.
10. Completed bi-annual POST perishable skills training for all sworn officers and public safety dispatchers.
11. Conducted crisis Intervention Training through multiple presentations and media, focusing on response to people with mental illness.
12. Supported "Operation Knockout Crime" campaign via shopping cart advertisements at several grocery stores in the target area, two 20'x3' banners hung over the plaza, one dozen i-watch messages, delivery of door hangers in Spanish and English, informational messages on The Village Mall TV's, use of traffic display in strategic locations, decoy car and messages on City utility bills.
13. During "Operation Knockout Crime", conducted proactive strategies such as riverbed sweeps, concentrated patrols in the west and north areas and residence checks of known parolees and probationers with a history of auto theft and property crimes were utilized.
14. Assisted officers with follow-up on approximately 200 residents who had been reported as needing psychological assistance.
15. Interacted with day workers, employers, area residents, business owners and the City Attorney's Office to reduce the number of complaints about day worker activity and significantly lessen the number of day workers at the regularly patrolled locations.
16. Spearheaded meetings between OPD and employees of FedEx, UPS and the US Postal Service to provide training on recognition and reporting of suspicious circumstances while driving their daily routes.
17. Collaborated with the City Attorney's Office and Chapman University security to address loud parties hosted by university students. The issuance of OMC citations has increased, and the number of reported unlawful parties has decreased.
18. Successfully competed for Prop 69 grant funds to upgrade the evidence processing and booking area. The \$71,500 grant will allow the department to replace the dated and worn evidence lockers with more durable and sanitary stainless steel lockers. As part of the grant, secure refrigerated lockers will also be incorporated, allowing for the proper handling of biological evidence.
19. Completed a top to bottom inventory and audit this year. Large amounts of property and evidence that were no longer necessary to store have been purged. The Trackers inventory and bar-coding system was also implemented.
20. As a result of AB 109, Public Safety Realignment Act, the Property Crimes Unit negotiated an agreement with Orange County Probation wherein they agreed to fund six probation compliance sweeps throughout the year. In addition to these sweeps, daily compliance checks were conducted on known Post Release Community Supervision probationers living in the City.

POLICE



POLICE DEPARTMENT

SCHEDULE OF POSITIONS

	APPROVED 2011-12	APPROVED 2012-13	BUDGET 2013-14
Sworn Regular Full-Time:			
* 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>
Sworn Part-Time/Non-Benefitted (FTE):			
* Police Reserve Officer I	2.595	2.595	2.595
* Police Reserve Officer II	1.557	1.557	1.557
* Police Reserve Officer III	1.730	1.730	1.730
<i>Sworn PT/Non-Benefitted Sub-Total</i>	<i>5.882</i>	<i>5.882</i>	<i>5.882</i>
Non-Sworn Regular Full-Time:			
* 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	0.000	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	16.000	16.000	16.000
* Police Records Clerk	13.000	12.000	13.000
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 2011-12	APPROVED 2012-13	BUDGET 2013-14
Non-Sworn Regular Full-Time (continued):			
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	0.000	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>75.000</i>	<i>76.000</i>
Non-Sworn Regular Part-Time (FTE):			
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>
Non-Sworn Part-Time/Non-Benefitted (FTE):			
Civilian Investigative Officer	1.425	1.598	1.425
Parking Control Officer I	3.800	3.800	3.800
* Police Cadet II	6.650	6.650	6.650
Police Clerk	1.425	1.425	1.425
School Crossing Guard	11.480	11.472	11.472
<i>Non-Sworn PT/Non-Benefitted Sub-Total</i>	<i>24.780</i>	<i>24.945</i>	<i>24.772</i>
Total Police	277.162	274.327	275.154

* Of the 275.154 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 Clerk, 1 Police Communications Manager, 1 Police Dispatch Supervisor, 1 Police Lieutenant, 2 Police Records Clerks, 2 Police Sergeants and 1 Police Services Officer) are being held vacant and have not been budgeted in the 2013-14 fiscal year. Among these unbudgeted positions are 6 sworn positions

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

POLICE DEPARTMENT

Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	Actual 2010-11	Actual 2011-12	Estimate 2012-13	Budget 2013-14
Salaries & Benefits	31,670,863	33,334,322	34,621,217	34,727,474
Maintenance & Operations	3,871,087	3,517,390	3,151,806	3,079,411
Capital Outlay	264,462	89,517	206,509	25,500
Total Operating Budget	35,806,412	36,941,229	37,979,532	37,832,385
Capital Improvements	91,366	10,975	387,615	-
Debt Service	123,886	114,481	123,886	123,886
Total Department	36,021,664	37,066,685	38,491,033	37,956,271

DEPARTMENT PROGRAMS:

4001	Office of the Police Chief	719,380	774,525	718,678	726,115
4011	Police Administration	3,555,747	3,213,766	3,868,043	3,156,448
4012	Dispatch	1,826,201	1,853,274	2,097,426	2,120,021
4013	Records	1,436,055	1,375,950	1,404,416	1,486,937
4014	Reserves	159,914	193,380	122,914	127,542
4021	Patrol	16,039,257	16,834,542	16,131,739	17,333,220
4031	Detectives	4,253,413	4,545,618	4,596,782	4,536,172
4032	Gangs	1,226,317	1,401,736	1,672,262	1,454,906
4033	Narcotics	1,674,009	1,761,230	2,084,213	1,763,331
4034	Lab/Property	475,297	481,138	637,674	503,771
4041	Traffic	3,660,068	3,528,430	3,939,965	3,649,715
4055	The Block	709,051	790,109	821,866	808,112
4081	Homeland Security	286,955	312,987	395,055	289,981
	Total Department	36,021,664	37,066,685	38,491,033	37,956,271

DEPARTMENT FUNDING SOURCES:

100	General Fund	35,052,227	36,263,859	37,285,764	37,173,957
120	Proposition 172	359,513	369,579	388,186	391,694
245	Air Pollution Reduction	6,582	4,131	5,000	5,000
350	Traffic Safety Grant Fund	9,012	4,802	6,676	10,290
353	Federal Police Grants	7,335	38,196	13,894	-

POLICE DEPARTMENT

Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>		<u>Actual 2010-11</u>	<u>Actual 2011-12</u>	<u>Estimate 2012-13</u>	<u>Budget 2013-14</u>
354	AB3229-COPS/State	112,221	120,691	113,049	135,605
355	Asset Seizure-Federal	336,965	155,890	592,569	207,457
356	Asset Seizure - State (85%)	39,100	52,524	49,887	24,796
357	Asset Seizure - State (15%)	36,368	6,281	2,657	493
570	Police Facility Fees	3,372	3,280	6,905	6,979
725	Major Building Improvements	5,440	-	26,446	-
940	Orange Merged Capital Projects	13,691	12,334	-	-
941	Housing Set-Aside	39,838	35,118	-	-
Total Funding		<u>36,021,664</u>	<u>37,066,685</u>	<u>38,491,033</u>	<u>37,956,271</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 2013-14

1. Continue the CompStat crime control model with the goal of effectively and efficiently coordinating resources to control crime through June 2014. [1a]
2. Develop future leaders within the department through training, mentoring and work-related assignments through June 2014. [4e]
3. Utilize the department website, i-watch, public service announcements, and public events to provide crime prevention and department information through June 2014. [1e]
4. Continue to monitor department functions and staffing to identify cost saving opportunities through June 2014. [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 check 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 2013-14

1. Utilize the new LCD and software system to provide continuous training and improve communication to all personnel through June 2014. [1a]
2. Complete the conversion of archived Training Files for all former employees to electronic format by March 2014. [4d]
3. Provide biennial Advanced Officer Training as required by POST by January 2014. [4e]
4. Utilize the POST Learning Portal and other on-line training resources for cost-effective training courses by June 2014. [4e]
5. Create in-house video productions for department and public use by June 2014. [4e]
6. Maintain a list of candidates for vacant positions as applicable through June 2014. [4e]
7. Provide seasonal crime prevention messages to the public through i-watch PSA's through June of 2014. [1e]
8. Implement and evaluate the Link Analysis program to document and analyze complex relationships within criminal organizations by June 2014. [1b]
9. Coordinate three focused briefing training series to increase knowledge base and improve service delivery by June 2014. [4e]
10. Update Three Year Training Plan to identify internal training topics and guide training delivery by June 2014. [4e]
11. Replace Mobile Data Computers in patrol vehicle fleet by June 2014. [1b]
12. Implement In-Car Video capture solution by December 2014. [1b]

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 includes 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 2013-14

1. Conduct four quality assurance reviews of each employee, one each quarter, through the Voiceprint QualityPro system to verify effective service delivery by June 2014. [4.d]
2. Schedule dispatchers to complete 16 hours of ongoing professional training toward their 24-hour P.O.S.T. requirement by June 2014. [4.e]
3. Evaluate dispatch schedule prior to each shift change to maintain effective staffing through June 2014. [1.a]
4. Revise PSA's for "on-hold" message system quarterly to provide useful, timely and relevant information to the public through June 2014. [1.e]

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 2013-14

1. Conduct "Less than full access operator" CLETS Teletype recertification proficiency exam and waiver by March 2014. [4e]
2. Electronically scan major crime cases from years 2003, 2004 and 2005 by June 2014. [1a]
3. Electronically scan all active department warrants by June 2014. [1a]
4. Purge all non-major crime cases from year 2005 by December 2013. [1a]
5. Conduct due diligence on warrants through June 2014. [1a]
6. Supervisory personnel will attend POST Public Records Act course by June 2014. [4e]
7. Newly promoted Shift Supervisor's will attend POST Civilian Records Supervisor course by July 2013. [4e]
8. Records Clerk personnel will attend POST Records clerk Course by June 2014. [4e]
9. Supervisory personnel will attend 12 California Law Enforcement Association of Records Supervisor (CLEARS) meetings by June 2014. [4e]

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 2013-14

1. Schedule reserve officers to work detention, prisoner transportation and DUI enforcement at least twenty hours per week through June 2014. [1a]
2. Conduct nine critical skills trainings for reserve officers through June 2014. [4e]
3. Provide firearms training, in conjunction with the Force Tactics Staff, to reserve officers by June 2014. [4e]
4. Schedule reserve officers to assist the Field Services Division with Compstat enforcement efforts through June 2014. [1a]
5. Provide reserve officers to assist the Traffic Bureau with all scheduled DUI checkpoints through June 2014. [1a]
6. Provide reserve officers to work football games and other various special events at Fred Kelly Stadium through June 2014. [1a]

POLICE | PATROL

PROGRAM DESCRIPTION

The Field Services Division is made up of first responders to calls for police service. The Division is responsible for general law enforcement duties, patrol activity and proactive policing efforts intended to reduce the number of crime victims in Orange. Special functions within the Division 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, the Gang Unit, the substation at The Outlets at Orange and Explorer Post #266.

SERVICE OBJECTIVES

1. Reduce Crime through applying the strategies of the CompStat policing model, which include accurate and timely intelligence, effective tactics and strategies, rapid, focused deployment of resources and relentless follow-up.
2. Interact with various stakeholder groups throughout the community to improve quality of life in higher density neighborhoods through collaborative education and enforcement.
3. Maintain comprehensive service delivery to both routine and unanticipated events through continued training and proper scheduling of personnel.
4. Maintain the highest level of professionalism with everyone we encounter.

WORK PLAN FOR 2013-14

1. Continually and proactively analyze and direct the deployment of resources to effectively address crime trends through June 2014. [1a]
2. Coordinate and lead a minimum of two crime reduction operations utilizing the combined resources of units throughout the department, including the license plate reader (LPR) cars through June 2014. [3e]
3. Collaborate with the Training Bureau to provide two formalized leadership training sessions for patrol personnel by June 2014. [4d]
4. Using Patrol's specialized units and regular Patrol personnel, conduct monthly probation/parole sweeps in "hot spot areas" identified by the Crime Analysis Unit in the context of CompStat through June 2014. [1a]

POLICE | INVESTIGATIVE SERVICES (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 2013-14

1. Property Crime Unit personnel will conduct three public presentations to community groups promoting awareness of current crime trends by June 2014. [1e]
2. Conduct six Post-Release Community Supervision sweeps along with personnel from County Probation, to monitor compliance with their agreed/signed release conditions by June 2014. [1a]
3. Annually monitor 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 on local hotels, through June 2014. [1a]
4. 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 the Streets and the Christmas Tree Lighting Ceremony through June 2014. [1a]
5. 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 2104. [1e]
6. YSB will participate in the OCDA's GRIP program with five identified schools by June 2014. [1e]
7. YSB personnel will attend update training on the use of the Orange County COPLINK System by June 2014. [1a]
8. YSB will support patrol during special crime trend operational periods and document activity for the Crime Analyst through June 2014. [1a]
9. 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 through June 2014. [1a]

POLICE | GANGS**PROGRAM DESCRIPTION**

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

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 2013-14

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 2014. [1.a]
2. Conduct at least four surveillances of frequently vandalized locations in an effort to apprehend the offenders involved through June 2014. [1a]
3. Conduct four probation compliance operations of known taggers through June 2014. [1a]
4. Conduct two special operations, in conjunction with patrol personnel, to maximize enforcement of gang activity through June 2014. One operation will be during spring break and the second will be as school recesses for the summer break. [1a]
5. Conduct 200 probation or parole searches on known gang members and their associates through June 2014. [1a]
6. Conduct four curfew sweeps in conjunction with the Gang Reduction Intervention Partnership (GRIP) Program by June 2014. [1a]
7. Meet with various staff and students at all public middle and high schools in Orange, at least once by June 2014. The focus is to educate on methods to suppress graffiti and other gang-related activity on school campuses. [1e]

POLICE | NARCOTICS

PROGRAM DESCRIPTION

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

1. Identify, investigate and arrest drug traffickers who supply users.
2. Assist other law enforcement agencies with investigations of local drug traffickers in our city.
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 2013-14

1. Conduct two ABC alcohol decoy operations by June 2014. [1a]
2. Conduct three probation checks for 11590 (Narcotic) registrants by June 2014. [1a]
3. Conduct two tobacco decoy operations, one by December 2013 and one by June 2014. [1a]
4. Conduct two massage compliance checks each month through June 2014. [1a]
5. Conduct six briefing trainings for patrol in the area of narcotic operations and current drug trends through June 2014. [1a]
6. Complete a training needs assessment and bi-annual training to ensure the unit is able to successfully accomplish its strategic goals and objectives by June 2014. [1e]
7. Assist Patrol with crime reduction efforts as needed through June 2014. [1a]
8. Focus narcotics enforcement in those areas with crime trends as identified by Patrol through June 2014. [1a]

POLICE | LAB/PROPERTY

PROGRAM DESCRIPTION

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

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 2013-14

1. Conduct three random inspections of the Property & Evidence Room and one unannounced internal audit by March 2014. 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 2014. [1a]
3. Conduct two CSI trainings for Patrol personnel by June 2014. [1a]
4. Complete remodel of the Evidence Booking Area and Bulk Evidence Storage Room by June 2014. [1a]

POLICE | THE OUTLETS AT ORANGE

PROGRAM DESCRIPTION

Personnel assigned to The Outlets at Orange are responsible for providing police services to this entertainment & retail complex comprised of over 120 outlet and retail stores, 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 for this “shoppertainment” mega-complex, which covers over 800,000 square feet and attracts more than 16 million visitors annually.

SERVICE OBJECTIVES

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

WORK PLAN FOR 2013-14

1. Provide briefing presentations for The Outlets at Orange security personnel to maintain an effective working relationship, at least twice per month through June 2014. [3e]
2. Conduct at least four training classes, one per quarter, for The Outlets at Orange security department by June 2014. Topics to include safety tactics, recognizing suspicious behavior, dispatch protocols and procedures, laws of arrest, social networking and response to critical incidents. [3e]
3. Conduct two crime prevention trainings for merchants by June 2014. [1e]
4. Handle all calls for service on The Outlets at Orange property while maintaining high visibility in the parking lots to deter and reduce crime through June 2014. [1a]
5. Conduct quarterly compliance checks of liquor licenses and Conditional Use Permits and monitor special events at all ABC-licensed establishments associated with The Outlets at Orange through June 2014. [1a]

POLICE | HOMELAND SECURITY

PROGRAM DESCRIPTION

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

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 2013-14

1. Plan and prepare for both intentional and natural disasters by developing emergency response plans. These plans will include a condensed user-based version of our Emergency Operations Plan (EOP). These plans will be completed by Aug. 2014. [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, AlertOC training and WEB EOC training for EOC personnel as outlined in the New NIMS Training Program by December 2014. [1c]
3. Conduct an evacuation drill exercise by September 2013. [1c]
4. Develop a secondary EOC site at the Orange Main Library. This process includes establishing emergency communications, back-up power and implementation processes for an efficient secondary EOC transition by Jan 2014. [1b]
5. Identify and expand emergency planning outreach to vulnerable/specials needs populations. Meet with manager/emergency planners for assisted living facilities, convalescent homes and senior living facilities to understand their capabilities and needs during an emergency event by June 2014. [1e]
6. Develop plans for evacuation routes, cooling centers and points of distribution in coordination with the Health Department by June 2014. [1c]



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*Public
Works*

PUBLIC WORKS DEPARTMENT

MISSION

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

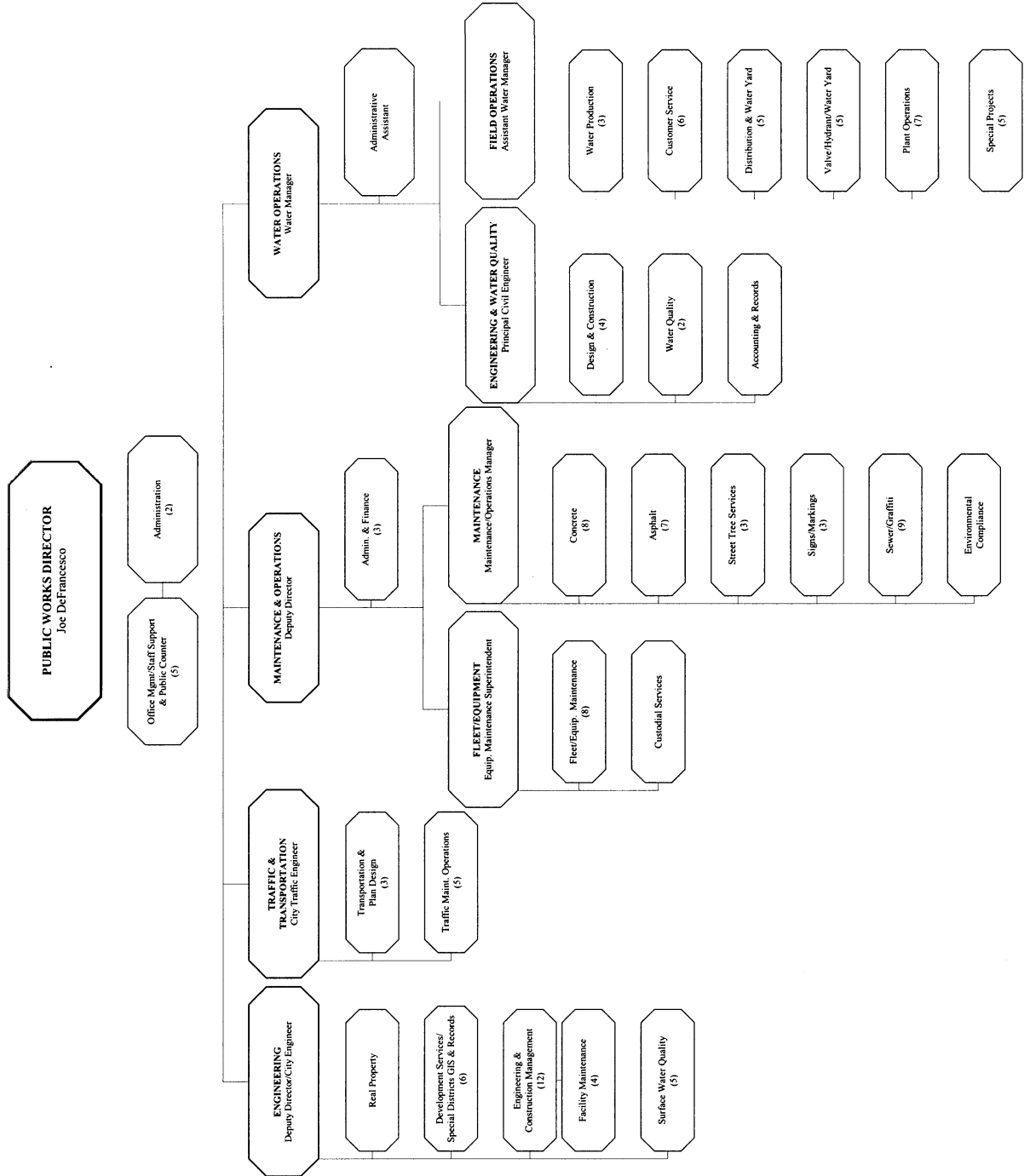
1. Manage and update Pavement Management Program.
2. Constantly seek and search for grant opportunities for the best utilization of resources.
3. Initiate Project Approval and Environmental Document study for Meats Interchange.
4. Replace 1,800 small meters per year as part of the 15-year small meter replacement program.
5. Clean 450,000 lineal feet of sewer and video inspect 350,000 lineal 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 including: street tree maintenance, 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 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. Continue to implement traffic signal synchronizations along various roadways throughout the City.

ACCOMPLISHMENTS FOR 2012-13

1. Repaired 2,636 potholes.
2. Completed of 21,300 square feet of sidewalk and concrete repairs.
3. Abated 123,000 square feet of graffiti.
4. Cleaned 37,700 square feet (7 miles) of storm drains and channels.

5. Completed 2,976 preventative maintenance work orders on vehicles.
6. Provided external department assistance.
7. Issued 242 Encroachment Permits.
8. Completed 1,160 repairs of traffic signal related equipments.
9. Delivered preventive traffic signal and cabinets maintenance 1,072 times.
10. Repaired 424 street lights.
11. Established USA mark-out of 197 locations for various projects.
12. Removed 2,009 S.F. of graffiti from traffic signals/cabinets and street lights.
13. Maintained and repaired 111 traffic signal battery backups.
14. Completed 59 repairs/maintenance of warning flashers.
15. Designed, built and installed reservoir destratification/mixing devices to help maintain and improve storage water quality at Reservoirs 9 and 9A.
16. Purchased and installed additional reservoir destratification/mixing devices at Reservoirs 5 and 8.
17. Rehabilitated Well 23.
18. Flushed 4,331 hydrants and maintained the City's Class 1 Water Utility designation.
19. Repaired 31 water main breaks.
20. Replaced 360 old and leaking water service laterals with new copper lines.
21. Read 215,024 meters.
22. Replaced 1,468 worn or aging water meters.
23. Collected and tested 3,575 water samples.
24. Provided over 9 billion gallons of drinking water to the customers of Orange on a 24/7 365 day basis.

PUBLIC WORKS



PUBLIC WORKS

SCHEDULE OF POSITIONS

	APPROVED 2011-12	APPROVED 2012-13	BUDGET 2013-14
Regular Full-Time:			
Administrative Assistant	4.000	4.000	4.000
Administrative Specialist	2.000	2.000	2.000
Assistant Engineer	2.000	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
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	11.000	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 2011-12	APPROVED 2012-13	BUDGET 2013-14
Regular Full-Time (continued):			
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	3.000	3.000
Skilled Maintenance Worker - Water	4.000	4.000	4.000
° Street Sweeper Operator	6.000	6.000	0.000
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	1.000	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>138.000</i>	<i>132.000</i>
Regular Part-Time (FTE):			
Lead Custodian	0.000	0.000	0.750
Custodian	1.000	1.000	0.500
Total Public Works	142.000	139.000	132.500

* Of the 132.50 full-time equivalent (FTE) positions, 3 FTE positions (1 Associate Engineer, 1 Equipment Parts Tech and 1 PW Maintenance Leadworker II) are being held vacant and have not been budgeted in the 2013-14 fiscal year

° Eliminated: 1 PW Maintenance Worker II, 1 Skilled Maintenance Worker-PW, 1 Water Maintenance Worker I and 6 Street Sweeper Operators

PUBLIC WORKS DEPARTMENT

Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	Actual 2010-11	Actual 2011-12	Estimate 2012-13	Budget 2013-14
Salaries & Benefits	11,246,001	11,391,920	12,848,925	12,801,777
Maintenance & Operations	28,683,793	25,467,982	29,735,111	30,314,493
Capital Outlay	632,887	494,722	2,816,059	3,203,127
Total Operating Budget	40,562,681	37,354,624	45,400,095	46,319,397
Capital Improvements	26,127,899	23,976,483	35,517,425	11,731,350
Debt Service	2,309,753	3,304,448	81,662	67,769
Total Department	69,000,333	64,635,555	80,999,182	58,118,516

DEPARTMENT PROGRAMS:

5001	General Administration and Support	575,524	594,774	615,699	625,548
5011	Engineering	23,867,352	23,569,104	24,275,844	6,613,265
5012	Development	616,965	618,900	623,048	600,202
5021	Street Maintenance	2,523,589	2,288,434	2,922,172	3,043,335
5022	Refuse and Sanitation Services	8,036,390	4,517,726	4,996,806	3,891,031
5023	Fleet Services	2,774,845	3,966,514	4,915,224	5,388,967
5024	Surface Water Quality Fund	854,436	891,494	1,214,852	1,303,791
5028	Facility Maintenance	2,041,906	1,443,050	2,318,329	1,962,237
5031	Transportation Planning	502,028	537,905	663,764	642,407
5032	Traffic Operations	3,175,355	2,556,967	4,196,449	3,587,764
8011	Water Production	18,584,063	18,246,847	25,697,430	23,912,296
8041	Water Distribution	3,202,053	3,457,290	8,512,134	6,499,798
8071	Water Financing	2,245,827	1,946,550	47,431	47,875
	Total Programs	69,000,333	64,635,555	80,999,182	58,118,516

PUBLIC WORKS DEPARTMENT

Financial Summary

DEPARTMENT FUNDING SOURCES:		Actual 2010-11	Actual 2011-12	Estimate 2012-13	Budget 2013-14
100	General Fund	3,911,502	4,288,964	5,396,339	5,342,795
150	O.C.P.T. Building Maintenance	1,021	3,651	15,262	51,920
220	Sanitation & Sewer	4,779,075	5,745,360	7,525,703	6,064,821
222	Solid Waste Fund	4,106,063	347,242	-	-
245	Air Pollution Reduction	9,243	-	23,169	-
262	Measure "M" Traffic Imprvmnt	1,266,797	2,060,958	3,536,959	-
263	Measure "M2" Traffic Imprvmnt	-	-	2,569,955	3,110,150
270	Gas Tax Maintenance Fund	1,355,243	1,353,706	1,666,016	2,091,241
271	Gas Tax Construction Fund	498,789	293,459	526,886	137,964
272	Gas Tax - Proposition 111	(7,652)	939,425	7,185,674	2,417,900
273	County/OCTA Gas Tax	1,481,948	1,682,839	1,516,173	1,457,228
284	TSIP Area "B"	45,541	2,987	920,937	10,000
285	TSIP Area "C"	524,541	11,841	963,159	-
286	Transportation Sys. Improvement	1,252,850	400,854	138,150	-
340	Traffic Congestion Relief	2,587,937	1,086,812	1,482,560	-
500	Capital Projects Fund	5,796	-	333,705	220,000
520	Sewer Construction	-	-	90,112	3,000
530	Drainage Districts Fund	644	179,415	32,969	-
540	Old Towne Parking Facility	-	-	80,000	-
550	Reimbursable Capital Projects	6,936,903	6,463,966	7,267,056	1,171,040
560	Fire Facilities Fees	653,323	149	58,954	-
597	Del Rio CFD 06-1	12,530,814	11,746,409	82,511	-
600	Water Utility Operations	23,641,432	23,618,733	26,093,955	30,494,969
601	Water Capital Projects Fund	390,511	31,955	8,181,040	-
710	Equipment Expense	2,392,874	2,563,522	2,945,069	2,784,732
720	Equipment Replacement Fund	383,840	1,559,901	2,062,977	2,604,235
725	Major Building Improvements	97,406	87,263	255,298	120,000
740	Self Insurance Liability	-	15,679	-	-
940	Orange Merged Capital Projects	153,892	150,465	48,594	36,521
Total Funding		69,000,333	64,635,555	80,999,182	58,118,516

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 2013-14

1. Update the department's Strategic Plan to verify long-term priorities and programs by December 2014. [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 2014. [2d]
3. Submit annual reports for used oil collection and solid waste diversion to the California Department of Resources Recycling and Recovery by August 2014.
4. Enhance and promote departmental employee suggestion program by June 2013. [4b]
5. Prepare annual Maintenance Management System plans and meet monthly with all maintenance divisions to review plan progress through June 2013. [4c]
6. Coordinate the submittal of grant applications and administer successful grant awards through June 2013. [2a]
7. Develop, implement and utilize a contractual database by June 2014. [3c]
8. Participate on the multi-departmental Graffiti Task Force to review the program and implement policy and mitigation measures through June 2014. [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 2013-14

1. Annually update the Pavement Management Plan. [1b, 2d]
2. Schedule and complete pavement maintenance projects by June 2014. [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 2014. [1a]
6. Examine sewer hot spots list and select segments for replacement by March 2014. [1b, 4b]
7. Complete federal and state funded grant projects by June 2014. [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. Maintain citywide sewer service information including sewer lateral and process new sewer connections.

WORK PLAN FOR 2013-14

1. Review submittals for developments including parcel and tract maps, grading and other infrastructure improvements through June 2014. [1d, 3c]
2. Manage a Geographical Information System for atlas maps, infrastructural databases including updates through June 2014. [4b, 4c]
3. Continue to update sewer, storm drain and water databases, throughout the City by June 2014. [1b]
4. Review expenditures in all Landscape Maintenance Districts; prepare Engineer's Report and schedule public hearing for annual levy of assessments by August 2013. [3a]
5. Organize engineering project central files including scanning, filing and record management through June 2014. [4b, 4c]

PUBLIC WORKS | REFUSE & SANITATION SERVICES

PROGRAM DESCRIPTION

This program provides sanitation services to residential and commercial properties including street tree maintenance, sewer and storm drain maintenance, weed abatement and environmental compliance/code enforcement. The program also manages the City's solid waste and street sweeping franchises, 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, video and maintain, 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. Administer a contract to sweep all public streets, bike lanes, municipal parking lots, and alleys in accordance with established performance standards.
8. Maintain and manage the City's urban forest, specifically street ROW trees, to include tree maintenance and planting.
9. Replace deficient, aging sewer lines utilizing sewer capital funds.

WORK PLAN FOR 2013-14

1. Clean 450,000 linear feet of sewer and video inspect 350,000 linear feet of sewer by June 2014, utilizing both City crews and contracting. [1b]
2. Trim 5,000 residential street trees by June 2014. [4b]
3. Clean 300 catch basins for Storm Water Quality by May 2014. [1b]
4. 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 2014. [3b, 3c]
5. Coordinate with Engineering Division in the preparation of plans and specifications to replace deficient sewer mains by June 2014. [2d]
6. Finalize an update to the City's Street Tree Master Plan by June 2014. [2d]
7. Continue to implement a division wide training program by June 2014. [4e]
8. Review all portions of the existing sanitation rates by June 2014. [2b]

PUBLIC WORKS | FLEET SERVICES**PROGRAM DESCRIPTION**

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

SERVICE OBJECTIVES

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 observation 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.
8. Maintain and ensure regulatory compliance on all fuel dispensing systems.

WORK PLAN FOR 2013-14

1. Complete 1,300 preventative vehicle maintenance services and 1,700 repairs to the City's fleet by June 2014. [1b]
2. Develop vehicle purchasing schedule for annual vehicle replacements by January 2014. [2d]
3. Complete all budgeted vehicle replacement purchases by June 2014. [2d]
4. Dispose of surplus vehicles and equipment in a timely fashion to maximize salvage value by June 2014. [2d]
5. Continue to develop, update, and implement a division wide training program by June 2014. [4e]
6. Implement a comprehensive city-wide fuel management system by June 2014. [2d]
7. Research fuel use reduction options to include alternative fuels by June 2014. [2a]

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 and eliminate sewer overflows from the City's sewer system.

SERVICE OBJECTIVES

1. Promote public education to businesses and residents regarding proper practices and procedures to manage and direct urban runoff and minimize the discharge of fat, oil and grease into the sewer system.
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 and WDR requirements.

WORK PLAN FOR 2013-14

1. Prepare and submit the annual Performance Evaluation Assessment report to comply with stormwater permit requirements by November 2013. [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 2014. [3b]
3. Inspect medium and low priority industrial, commercial and municipal sites as required by the MS-4 permit by June 2014. [3b]
4. Inspect food service establishment sites (approximately 500) to comply with current Waste Discharge Requirements permit by June 2014. [4b]
5. Inspect 25,000 lineal feet of open drainage channel by August 2013. [3b]
6. Review new development Water Quality Management Plans as needed by June 2014. [3c]
7. Review revised Newport Bay Total Maximum Daily Loads (TMDL's) by June 2014. [3b]
8. Review and comment on proposed WDR revisions by June 2014.

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 2013-14

1. Review and monitor all facility annual service contracts by March 2014. [1b]
2. Coordinate and implement building improvements and facility modifications by June 2014. [1b]
3. Perform general maintenance and repairs for all public buildings and appurtenant facilities by June 2014. [1b]
4. Conduct periodic building inspections to better maintain facilities and provide exceptional customer service through June 2014. [1b]
5. Initiate Facility Master Plan Study by June 2014. [2d]
6. Assess energy options for City facilities by June 2014. [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, street lights 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 2013-14

1. Complete review and update of the Transportation Systems Improvement Program (TSIP) fees by August 2013. [2b]
2. Provide staff support to the City Traffic Commission through June 2014. [1b]
3. Explore opportunities for progressive/permissive traffic signal operations by June 2014. [4d]
4. Utilize City traffic model to identify priorities for the FY 2014-15 CIP by June 2014. [4d]
5. Pursue OCTA – Measure M2 and other available external funding options by June 2014. [1b]

PUBLIC WORKS | TRAFFIC OPERATIONS

PROGRAM DESCRIPTION

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

SERVICE OBJECTIVES

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 2013-14

1. Implement additional wireless and fiber optic communications links between traffic signals, CCTV cameras and the Traffic Management Center through June 2014. [4d]
2. Complete construction of traffic signal improvements listed in the CIP by June 2014. [4d]
3. Upgrade Traffic Management Center (TMC) software by June 2014. [4d]
4. Maintain monthly monitoring and routine maintenance program for signalized intersections and warning flasher locations through June 2014. [1b]
5. Conduct biweekly nighttime street light outage field surveys through June 2014. [1b]
6. Continue traffic signal controller change outs, upgrade traffic signal cabinet and TMC equipments through June 2014. [4d]
7. Implementation of multi-jurisdictional traffic signal synchronization along Main Street Corridor as part of Measure M2 Project P - Regional Traffic Synchronization Program by June 2014. [4d]
8. Implementation of multi-jurisdictional traffic signal synchronization along Glassell Street Corridor as part of Measure M2 Project P- Regional Traffic Synchronization Program by June 2014. [4d]
9. Implementation of multi-jurisdictional traffic signal synchronization along Newport Boulevard Corridor as part of Measure M2 Project P - Regional Traffic Synchronization Program by June 2014. [4d]
10. Implementation of multi-jurisdictional traffic signal synchronization along State College Boulevard/The City Dr. Corridor as part of Measure M2 Project P - Regional Traffic Synchronization Program by June 2014. [4d]
11. Upgrade crosswalks and install pedestrian warning devices at fourteen unsignalized intersections throughout the City by June 2015. [4d]
12. Installation of protected left turn phasing at three intersections of Chapman Avenue/Hewes Street, Chapman Avenue/Esplanade Street and Tustin Street/Mayfair Avenue by June 2015. [4d]

PUBLIC WORKS | WATER ENGINEERING & PRODUCTION

PROGRAM DESCRIPTION

This program ensures that the City's residents, visitors and business 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 2013-14

1. Prioritize, design and construct a minimum of one mile of pipe to replace high maintenance pipe by June 2014. [1b]
2. Incorporate Water System Master Plan recommendations into Capital Improvement Program and water operations through June 2014. [1b, 4b]
3. Purchase potable water from the Orange County Water District, Metropolitan Water District and Serrano Water District by June 2014. [1b]
4. Implement vulnerability assessment measures for water system through June 2014. [1b, 4b]
5. Complete and distribute annual water quality "Consumer Confidence Report" by June 2014. [1b, 4b]
6. Conduct or contract for the collection and analysis of all required water quality testing per State Health Department regulations by June 2014. [1b, 4b]
7. Keep and maintain a comprehensive record of all water production from wells, imported water connections, pump stations, interties and flow control facilities through June 2014. [1b, 4b]
8. Develop water conservation programs with Municipal Water District of Orange County and promote water conservation through City publicity mediums by June 2014. [3e]
9. 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 2014. [1b]
10. Design and develop plans, specifications and cost estimate for Marywood Pump Station by October 2013. Commence construction by April 2014. [1b]
11. Conduct review/comparison and tracking of revenue/expenditures to water rate model by June 2014. [2b,2d]
12. Conduct on-going groundwater development program to accommodate increased ground water production through design and construction of groundwater wells by June 2014. [1b]

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, visitors 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 2013-14

1. Replace 1,800 small meters per year as part of the 15-year small meter replacement program June 2014. [1b]
2. Read meters and address high consumption complaints and meter leak reports through June 2014. [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 2014. [1b]
4. Retrofit meters to radio read in specific locations by June 2014. [1b]
5. Perform daily security site checks at all water facilities, including data collection for GIS/asset management through June 2014. [1b]
6. Flow test all fire hydrants once a year, including data collection for GIS/asset management by June 2014 [1b]
7. Perform maintenance and exercise 1,200 water valves and collect data for GIS/asset management by June 2014. [1b]
8. Maintain and service all air release valves and plug valves, including data collection for GIS/asset management by June 2014. [1b]
9. Participate in the development of the Division's master training program through 2014. [4e]

*Community
Development*

COMMUNITY DEVELOPMENT

MISSION

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

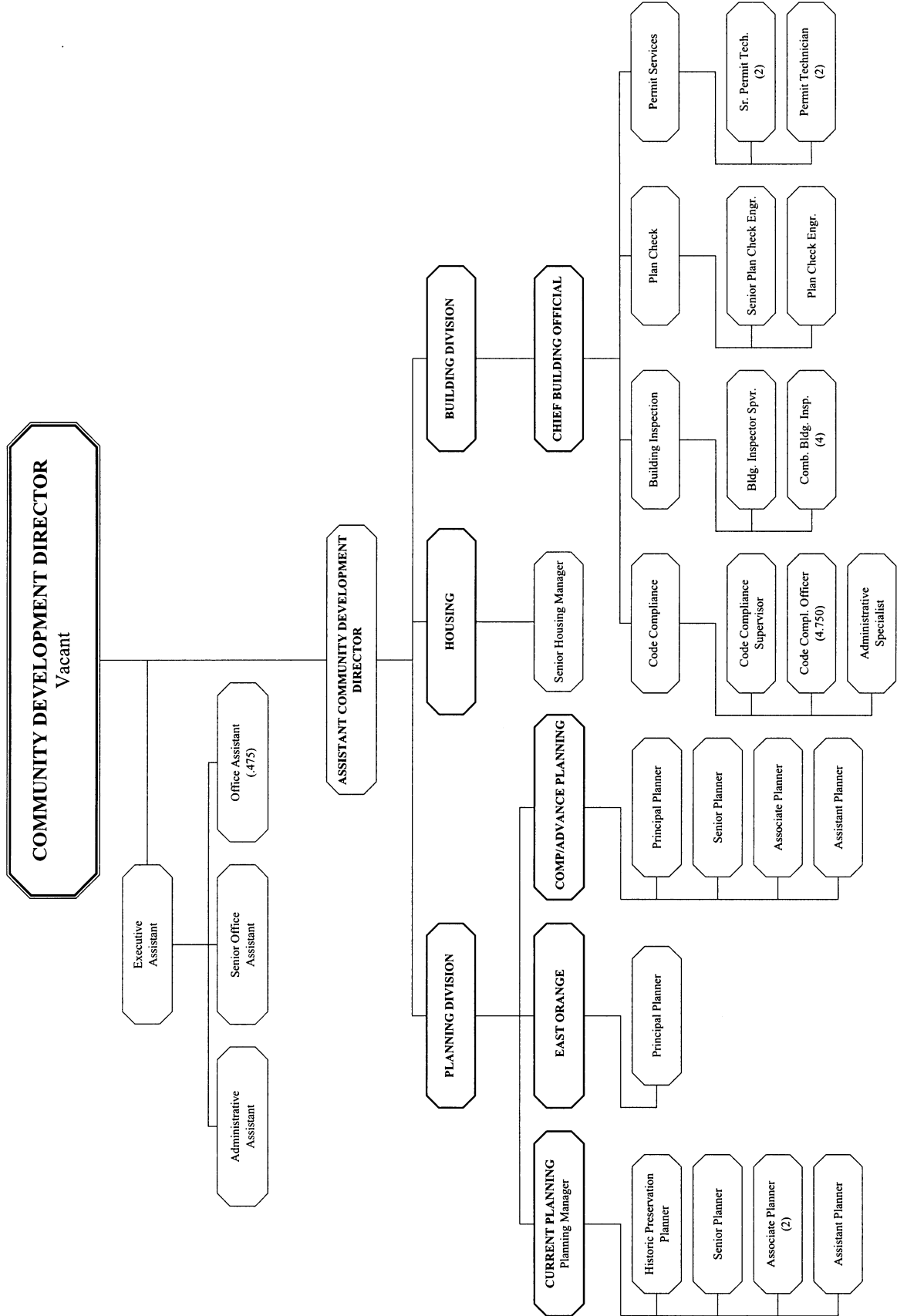
1. Provide thorough analysis and recommendations to the City Council, Planning Commission, other appointed committees, the development community and citizens on land planning and development issues.
2. Administer in a fair and equitable manner, all City and State regulations pertaining to development, 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

1. Completed re-zoning of the Old Towne Quadrants. Completed General Plan/Zoning consistency for the Uptown Orange General Plan Focus Area, a portion of the Katella Corridor General Plan Focus Area and the Lemon Street Corridor General Plan Focus Area.
2. Retained a consultant to assist with the Housing Element Update effort and initiated the project in November. The project schedule provides for City adoption and state certification by October 2013.
3. Provided support to the Public Works, Fire, and Community Services Departments on a diverse range of projects including the fire station emergency generators and fuel tanks, Upper Serrano Pump Station, Old Towne water line replacement, Tustin at Palm traffic signal and Katella at Wanda intersection widening.
4. Over the course of 2012-13, coordinated with the State Office of Historic Preservation and Eichler Tract residents to finalize materials for state submittal and reconcile inconsistencies between the City's Historic Resources Inventory and resident information. Final materials have been submitted to state and staff initiated the local historic district designation for the tracts in May 2012.
5. Applied for environmental grant funding for a natural gas fueled paint truck for the benefit of the Public Works Department and received \$30,000 in funding for the new vehicle.
6. Served over 5,000 customers at the Planning Counter and presented over 120 cases to the DRC, PC and City Council.

7. In accordance with the Organizational Assessment (OA), implemented a staff comment letter for projects utilizing a checklist format. The consistent format provides an area for responses from the applicant as well as tracking of completed items so both applicant and staff are "on the same page."
8. In accordance with the OA, provided input for zoning ordinance changes to facilitate process streamlining.
9. Processed plans for major projects including the CHOC Helipad, Tilted Kilt Restaurant, America's Tires, BJ's Restaurant and Brew House and the Orange Lutheran High School gymnasium expansion.
10. Completed the City's first computerized project plan review.
11. In conjunction with the Energy Efficiency Services (EES) program and International Code Council Orange Empire Chapter (ICCOEC), organized the "Green Expo" in Orange County.
12. Processed 698 building permits and assisted 7,600 permit applicants over the counter.
13. Completed 792 project plan reviews including Chapman University Center for the Arts, Chapman University Filmmaker's Village parking structure, Ayers Hotel & parking structure and Sears building renovation.
14. Addressed 1,921 Code Compliance complaints.
15. Funded a portion of the construction costs for the Serrano Woods Apartments with Housing Set-Aside under the terms of the Affordable Housing Agreement.
16. Administered 20 contracts for FY 2012-13 CDBG funding: eight Sub-recipient Agreements with nonprofit agencies and 12 Memoranda of Understanding with City Departments.

COMMUNITY DEVELOPMENT



COMMUNITY DEVELOPMENT

SCHEDULE OF POSITIONS

	APPROVED 2011-12	APPROVED 2012-13	BUDGET 2013-14
Regular Full-Time:			
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	1.000	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	35.000	35.000
Regular Part-Time (FTE):			
Code Compliance Officer	0.500	0.750	0.500
<i>Regular Part-Time Sub-Total</i>	0.500	0.750	0.500
Part-Time/Non-Benefitted (FTE):			
° Combination Building Inspector	0.475	0.000	0.000
Office Assistant	0.475	0.475	0.475
<i>PT/Non-Benefitted (FTE) Sub-Total</i>	0.950	0.475	0.475
Total Community Development	35.450	36.225	35.975

* Of the 35.975 full-time equivalent (FTE) positions, 6 FTE positions (1 Assistant Community Development Director, 2 Assistant Planners, 1 Associate Planner, 1 Code Compliance Officer and 1 Principal Planner) are being held vacant and have not been budgeted in the 2013-14 fiscal year

° Eliminated: .475 Combination Building Inspector

COMMUNITY DEVELOPMENT DEPARTMENT

Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	<u>Actual 2010-11</u>	<u>Actual 2011-12</u>	<u>Estimate 2012-13</u>	<u>Budget 2013-14</u>
Salaries & Benefits	3,452,560	3,219,453	3,482,946	3,508,816
Maintenance & Operations*	494,278	360,899	1,238,841	520,788
Capital Outlay	20,500	-	97,965	32,700
Total Operating Budget*	3,967,338	3,580,352	4,819,752	4,062,304
Capital Improvements*	-	-	2,702,794	1,142,988
Total Department*	3,967,338	3,580,352	7,522,546	5,205,292

DEPARTMENT PROGRAMS:

6001	Administration	607,466	473,198	388,019	338,779
6011	Advance Planning	335,132	334,751	383,229	370,677
6021	Current Planning	911,861	886,532	1,011,072	881,220
6022	Planning Commission	10,139	8,990	14,700	14,700
6031	Building Inspection	688,297	573,039	584,353	586,933
6032	Code Enforcement	639,294	604,770	562,284	541,588
6033	Plan Check Administration	463,139	479,518	466,410	465,128
6034	Permit Services	312,010	219,554	271,324	359,842
6041	Housing	-	-	-	23,693
9640	CDBG Administration*	-	-	234,457	240,811
9645	CDBG Public Service Grants/Projec	-	-	2,166,227	1,088,243
9652	Home Improvement Loan Prog.	-	-	13,143	-
9660	Federal HOME Program*	-	-	1,427,328	293,678
	Total Department*	3,967,338	3,580,352	7,522,546	5,205,292

* 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 2010-11</u>	<u>Actual 2011-12</u>	<u>Estimate 2012-13</u>	<u>Budget 2013-14</u>
100	General Fund	3,404,420	3,218,763	3,500,520	3,372,614
110	Building Records Management	145,519	17,038	54,748	61,049
310	Comm. Development Block Grant*	-	-	2,389,768	1,329,054
311	CDBG Recov & Reinv	-	-	10,916	-
315	CDBG Housing Rehab/Loans	-	-	13,143	-
317	H O M E Federal Grant Fund*	-	-	1,365,128	293,678
318	HPRP Homeless Prev & Rapid	-	-	62,200	-
550	Reimbursable Capital Projects	10,585	10,881	-	-
916	Affordable Housing*	-	-	65,000	65,000
921	Low/Moderate Income Hsg Asset	-	-	-	23,693
940	Orange Merged Capital Projects	182,747	153,958	16,639	15,745
941	Housing Set-Aside	224,067	179,712	44,484	44,459
Total Funding*		<u>3,967,338</u>	<u>3,580,352</u>	<u>7,522,546</u>	<u>5,205,292</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 the 2012 Organizational Assessment (OA).
10. Establish and track performance measures and report of compliance.

WORK PLAN FOR 2013-14

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 2014. [4e]
2. Brief the City Council and Planning Commission on upcoming planning and development issues on an ongoing basis through June 2014. [4a]
3. Track activity levels in regard to development projects and workload demands on an ongoing basis through June 2014. [4a]
4. Closely monitor revenues and expenditures throughout the Community Development's budget in order to effectively ensure that trends are recognized and addressed. [2e]
5. Continue to review and propose Zoning Code amendments to simplify our development review of certain routine types of applications through June 2014. [2e]
6. Establish and track performance measures with initial reporting at mid-year. [4b]
7. Continue support to the Business Enhancement Support Team (BEST) by implementing further process changes and streamline the Staff Review Committee (SRC) review process by December 2013.
8. Strengthen the role of case planners to function as project managers with the goal of problem solving for each customer by December 2013.
9. Establish a process for project applicants to meet with each/all appropriate development review staff collectively to address major project issues or concerns by December 2013.

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 the 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 2013-14

1. Continue phased General Plan/Zoning consistency analysis for citywide parcels, including processing Zoning Code Amendments to reconcile inconsistencies per State Law and simplify the development review process through June 2014. [2d]
2. Establish a merged parking district for the Plaza Business District and Santa Fe Depot Specific Plan area including an updated in-lieu parking fee and program to reduce barriers to adaptive reuse of historic buildings and encourage property reinvestment per the Santa Fe Depot Specific Plan implementation program through June 2014. [2e]
3. Complete Metrolink Parking Structure EIR and entitlement process by March 2014. [2d]
4. Complete the City's Housing Element per state law to ensure adoption and state certification by October 2013. [3c]
5. Continue implementation of Housing Element action items through June 2014. [3c]
6. Ensure completion of environmental review/compliance for various CIP projects, with particular effort involving the Meats Interchange project through June 2014. [2d]
7. Pursue grant funding for General Plan implementation program projects involving development streamlining and commercial district enhancement that require consultant-based technical expertise through June 2014. [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 project related General Plan Amendments, Zone Changes, Conditional Use Permits, Variances, Design Review 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. Provide agendas and support materials.
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 and Design 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 2013-14

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. Continue to make improvements per the Organizational Assessment made possible with the filling of the Assistant Planner position. [4b]

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), which 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 Secretary of Interior Standards for Historical Preservation and Old Towne Design Standards.

WORK PLAN FOR 2013-14

1. Train new and existing Design Review Committee and Planning Commission members through briefings, study sessions and local training conferences through June 2014. [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 2013-14

1. Complete approximately 24,000 inspection stops, 13,000 by December of 2013 and 11,000 more by June 2014. [4b]
2. Gain continuing proficiency with the new 2013 California Building Codes through January 2014 through further training by attending in house, CALBO and ICC seminars. [4e]
3. Gain proficiency with the upcoming 2013 California Energy Codes and 2013 Green Building Standards through January 2014. [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 2014. [1b]
5. Develop proficiency with the E-Trakit permit system through June 2014. [4b]
6. Provide a comprehensive and comparative Building Inspection activity report to the City Manager by August 2013 with an update by February 2014. [1a]

COMMUNITY DEVELOPMENT | CODE COMPLIANCE

PROGRAM DESCRIPTION

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

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 2013-14

1. Process approximately 2,200 code compliance cases: 1,100 by December 2013, and another 1,100 by June 2014. [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 the Old Towne area through June 2014. [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 2014. [4b]
5. Provide a comprehensive and comparative Code Compliance activity report to the City Manager by August 2013 and an update to the City Manager by February 2014. [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 2013-14

1. Complete approximately 500 plan checks, 250 by December 2013 and another 250 plan checks by June 2014. Oversee the work of contract plan check consultants on as needed basis. [4b]
2. Gain proficiency with 2013 California Building Codes through training by attending in-house, CALBO and ICC trainings. [4e]
3. Attend SRC & DRC meetings through June 2014. [4e]
4. Continue updating the Building Division Procedures Manual through June 2014. [4e]
5. Continue developing proficiency with the E-Trakit permit system through June 2014. [4b]
6. Assist with the Energy Efficiency Services in evaluation and collection of energy savings throughout the City through June 2014. [3a]
7. Provide a comprehensive and comparative Plan Check and Administration activities report to the City Manager by August 2013 with an update by February 2014. [2a]
8. Implement digital plan submittal and reviews on major projects. [4b]

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 Planning, 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 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 2013-14

1. Process approximately 3,000 building permits, 1,500 by December 2013, and 1,500 by June 2014. [4b]
2. Serve approximately 6,400 customers at our public counter with 3,200 by December 2013 and another 3,200 by June 2014. [4b]
3. Continue to utilize permit technicians to conduct at least 100 simple or smaller plan checks by June 2014. [4b]
4. Develop proficiency with the E-Trakit permit system through June 2014. [4b]
5. Refine procedures to allow for on-line permit application and receive digital plans for review by June 2014. [4b]
6. Provide a comprehensive and comparative Permit Services activity report to the City Manager by August 2013 with an update by February 2014. [4a]
7. Continue training the Permit Technicians (all joint Public Works/Community Development front counter staff) on E-trakit system so they can issue various permit types by December 2013.

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 improvements 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 2013-14

1. Provide administrative oversight of the FY 2013-14 CDBG Program and HOME Program through June 2014. [3e]
2. Complete and submit the FY 2012-13 Consolidated Annual Performance and Evaluation Report to the U.S. Department of Housing and Urban Development (HUD) by September 2013. [3e]
3. Complete and submit the FY 2014-15 Action Plan to HUD by May 2014. [3e]
4. Solicit and review up to 40 FY 2014-15 CDBG funding requests from nonprofit agencies and City departments by January 2014. [3e]
5. Conduct five public meetings and two technical assistance trainings for the FY 2014-15 CDBG Program by May 2014. [4a]
6. Monitor the affordability and occupancy covenants of rental units assisted with HOME and Housing Set-Aside funds through June 2014. [3c]



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*Community
Services*

COMMUNITY SERVICES

MISSION

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

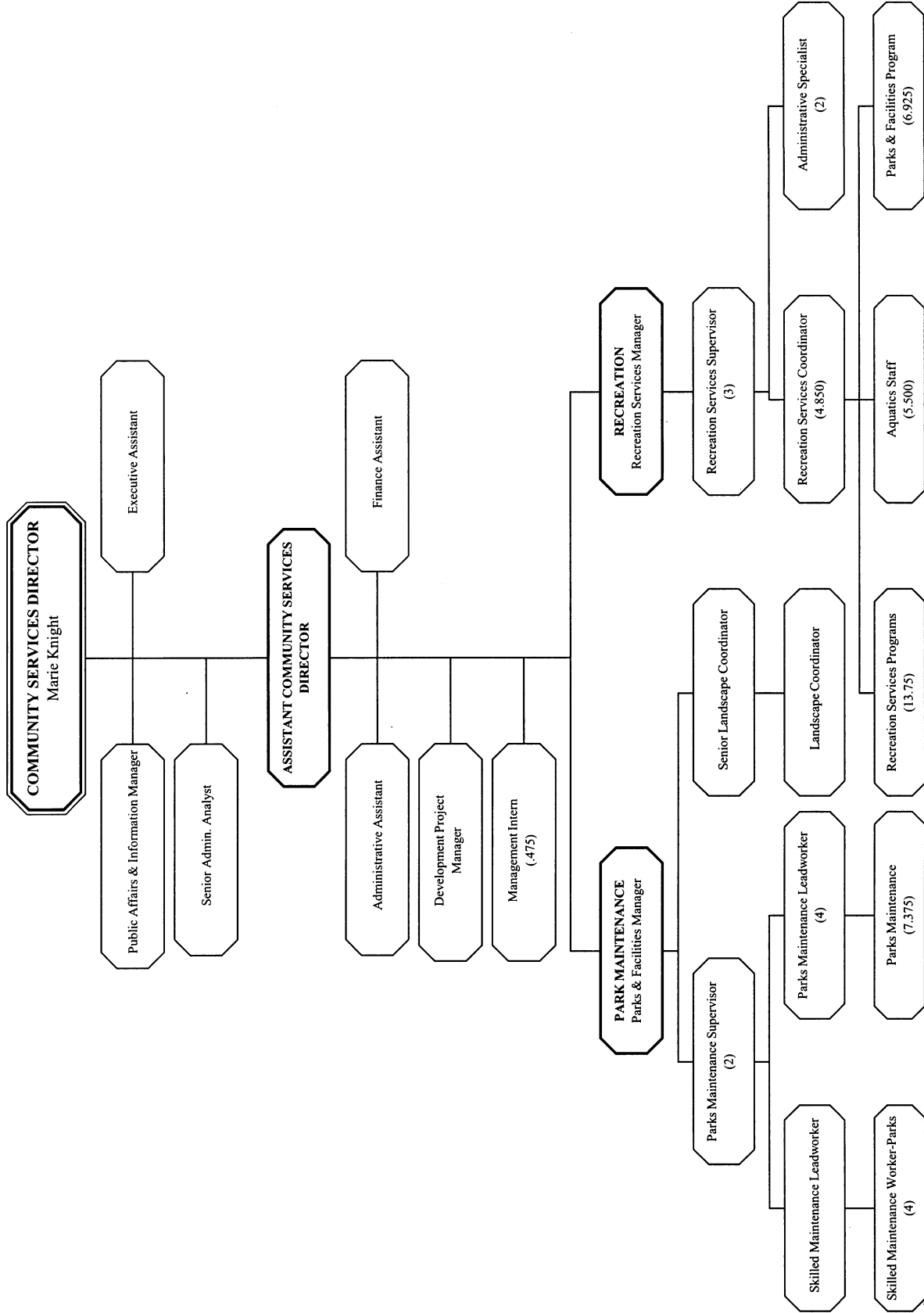
1. Maintain City parks and assets in accordance with standard horticultural and facility management practices and methods.
2. Provide quality recreation programs and services for the community.
3. Provide quality service to all persons requesting assistance.
4. Maintain open space to meet active and 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. Generate news releases, news stories and public information pieces promoting the City's services, programs and activities.
13. Management and protection of our City identity, identification of our brand, use of logos, website, graphic standards, letterhead and the consistency of our message.
14. Work closely with all levels of City staff to gather information and data as required to craft the City's official narrative.
15. Work with the media to facilitate information requests and maintain the City's brand.
16. Administer the City's social media programs.
17. Oversee the content creation, design, printing and distribution of the City's Our Orange Publication
18. Administer the City's commercial film permit process and operations

ACCOMPLISHMENTS FOR 2012-13

1. Continued Military Banner program with a current count of 49 Banners in the Plaza Area.
2. 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.
3. Assisted Orange Senior Center in the procurement of new ovens and stoves for their kitchen and renovation of a patio into increased program space.
4. Created a new student filming permit process in an effort to decrease staff workload and increase efficiencies in this area.
5. Relocated program staff from 230 building Basement to first floor.
6. Created a Social Media Policy for the City of Orange.
7. Implemented the City of Orange Facebook Page.

8. Updated the City Crisis Communication Plan
9. Restructured City film permit process to be more efficient and effective.
10. Permitted 15 commercial productions in the City.
11. Responded to 130 media inquiries.
12. Issued 32 media releases.
13. Posted 114 Facebook news stories reaching over 112,000 individual Facebook users.
14. Raised \$41,450 through the 2012 special events sponsorship campaign where the top 50 businesses in Orange, past sponsors and vendors that the Department works with were invited to participate.
15. Hosted the 3rd of July Celebration with approximately 10,000 community members in attendance.
16. Hosted 8 summer Concerts in the Park at the historic Hart Park Bandshell. Over the eight weeks, approximately 16,000 community members attended this free concert series.
17. Hosted the Treats in the Streets Autumn Festival on Oct. 25, 2012, for 10,000 community members.
18. Hosted the Veterans Day Tribute on Nov. 11th which featured Major Aaron Schilleci as the keynote speaker for approximately 500 community members.
19. Hosted the Tree Lighting Ceremony and Candlelight Choir Procession on Dec. 2nd featuring Lucy Dunn as the narrator for 10,000 community members.
20. Issued approximately 1,353 permits throughout our park system, serving approximately 517,203 people.
21. Created a City-run adult basketball league at the Sports Center Grijalva Park when our outside contractor could no longer provide the program.
22. Partnered with multiple Orange youth sport organizations to provide funding for field renovations/maintenance work at:
 - Grijalva Park – OJSC funded \$13,000
 - Handy Park – NSSL, AYSO, OYF and OLL funded \$4,500
 - El Modena Park – OBA and Orange Lutheran funded \$8,000
23. Served 2,316 participants in the summer 2012 aquatics program (lessons, swim team and water polo). Approximately 6,722 patrons visited Hart Park Pool during recreational swim.
24. Continued our partnership 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.
25. Served approximately 547 children in a 9-week summer day camp program.
26. Provided 118 teens with impactful community service opportunities who participated in the Teens-4-Team Orange summer program.
27. Offered “Open Gym” basketball twice a week at the Sports Center at Grijalva Park, which served approximately 3,830 participants.
28. Initiated a Gymnasium Allocation Process for youth sport organizations at the Sports Center at Grijalva Park.
29. Installed auto-locking systems on 24 restroom facilities at 14 parks to allow patron access during all park hours and better utilize staff resources.
30. Installed a master key system throughout the park system to improve staff efficiency and better manage park assets.
31. Spent 359 staff hours repairing 403 irrigation valves.
32. Covered 24,602 square feet of graffiti in 752 hours.
33. Spent 160 staff hours fixing 166 plumbing fixtures. Repaired 2,930 sprinklers in 839.5 hours.
34. Community Services Department staff locked and unlocked 44,759 facilities in 5,169 hours.

COMMUNITY SERVICES



COMMUNITY SERVICES

SCHEDULE OF POSITIONS

	APPROVED 2011-12	APPROVED 2012-13	BUDGET 2013-14
Regular Full-Time:			
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	1.000	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	4.000	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>
Regular Part-Time (FTE):			
° Parks Maintenance Worker I	1.750	1.750	1.425
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	2.000
<i>Regular Part-Time Sub-Total</i>	<i>10.750</i>	<i>10.750</i>	<i>9.425</i>
Part-Time/Non-Benefitted(FTE):			
Assistant Pool Manager	0.375	0.375	0.375
Life Guard/Swim Instructor	3.875	3.875	3.875
Management Intern	0.475	0.475	0.475
Parks & Facilities Attendant	3.000	3.000	5.175
Parks Maintenance Helper	1.000	1.000	1.000
° Parks Maintenance Worker I	2.375	1.500	0.950
Pool Manager	0.750	0.750	0.750

COMMUNITY SERVICES (continued)

SCHEDULE OF POSITIONS

	APPROVED 2011-12	APPROVED 2012-13	BUDGET 2013-14
Part-Time/Non-Benefitted (continued):			
Recreation Services Coordinator	0.850	0.850	0.850
Recreations Services Activity Specialist	0.000	0.000	1.750
Recreation Services Leader I	1.800	1.800	1.800
Recreation Services Leader II	2.400	2.400	2.400
Recreation Services Leader III	2.050	1.550	1.550
Swimming Attendant	0.500	0.500	0.500
<i>PT/Non-Benefitted(FTE) Sub-Total</i>	<i>19.450</i>	<i>18.075</i>	<i>21.450</i>
Total Community Services	66.200	64.825	66.875

* Of the 66.875 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 2013-14 fiscal year

° Eliminated: 1 Parks Maintenance Worker II, .475 Parks Maintenance Worker I and 1 Recreation Services Leader III

COMMUNITY SERVICES DEPARTMENT

Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	<u>Actual 2010-11</u>	<u>Actual 2011-12</u>	<u>Estimate 2012-13</u>	<u>Budget 2013-14</u>
Salaries & Benefits	3,467,015	3,101,296	3,923,637	4,048,119
Maintenance & Operations	3,116,834	3,299,773	4,279,870	3,842,457
Capital Outlay	14,487	1,221	14,500	27,500
Total Operating Budget	6,598,336	6,402,290	8,218,007	7,918,076
Capital Improvements	3,118,510	1,412,761	2,533,907	600,000
Debt Service	47,301	43,224	-	-
Total Department	<u>9,764,147</u>	<u>7,858,275</u>	<u>10,751,914</u>	<u>8,518,076</u>
 <u>DEPARTMENT PROGRAMS:</u>				
7001 Community Services Administration	1,223,009	1,050,640	1,337,702	1,309,953
7003 Public Information	-	-	-	145,000
7011 Leisure Services	1,211,203	1,149,128	1,552,578	1,653,819
7012 Grijalva Gymnasium	110,004	225,749	309,983	292,298
7014 Athletics	289,842	239,294	286,170	285,984
7015 Special Events	135,157	126,902	197,328	100,525
7021 Park Planning, Acquisition & Development	3,165,811	1,455,985	2,533,907	390,000
7022 Park Maintenance	2,682,918	2,593,239	2,983,717	2,946,242
7024 Landscape Maintenance Districts	51,656	36,217	407,568	357,952
7026 Irvine 86-2 Landscape Maintenance	549,055	610,637	605,380	571,940
7041 Human Services	345,492	370,484	537,581	464,363
Total Programs	<u>9,764,147</u>	<u>7,858,275</u>	<u>10,751,914</u>	<u>8,518,076</u>

COMMUNITY SERVICES DEPARTMENT

Financial Summary

<u>DEPARTMENT FUNDING SOURCES:</u>		Actual 2010-11	Actual 2011-12	Estimate 2012-13	Budget 2013-14
100	General Fund	6,023,559	5,734,207	6,998,881	7,048,197
245	Air Pollution Reduction	14,487	-	13,000	26,000
262	Measure "M" Traffic Imprvmnt.	-	-	60,613	-
263	Measure "M2" Traffic Imprvmnt.	-	49,387	110,000	110,000
291	Santiago Hills Landscape Maintenance District Fund	549,055	610,637	605,380	781,941
293	Sycamore Crossing Landscape Maintenance District Fund	51,656	36,217	39,518	33,961
294	Del Rio Landscape Maint District	-	-	368,050	113,990
500	Capital Projects Fund	630,335	72,560	1,002,111	50,000
511	Park Acquisition & Development	72,342	592,559	1,530,930	325,000
540	Old Towne Parking Facility	889	5,103	9,768	7,996
550	Reimbursable Capital Projects	2,415,833	747,643	866	15,000
940	Orange Merged Capital Projects	5,991	9,962	12,797	5,991
Total Funding		<u>9,764,147</u>	<u>7,858,275</u>	<u>10,751,914</u>	<u>8,518,076</u>

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 2013-14

1. 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. [2d]
2. Actively seek alternative funding mechanisms for projects, programs and services. [2b]
3. 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. [2e]
4. Continue to support the new T.E.A.M. Orange initiative with staff resources for activities and events, tracking training needs for Department employees and providing content for news items. [1a]
5. Explore ways in which technology can increase the efficiency and effectiveness of the Department, such as Tablets for our field crews, You-Tube training videos, etc. [4c]
6. Incorporate the state branding "Parks Make Life Better" into program and service materials, information, website, Our Orange etc. [3e]

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. Monitor fall, winter and spring quarters of after-school recreation sites for 350 children, under full service contract with the Friendly Center who participate in supervised sports, arts/crafts, tutoring, games, special events and excursions.
2. Lead the development of the Our Orange community activity brochure four times a year.
3. Operate two summer day camps, one Teens for Team Orange summer camp and excursions for over 600 youth participants.
4. Maintain three 10-week recreation class sessions and one 14-week recreation class session of quality contract classes for over 7,700 participants.
5. Process/monitor over 1,000 building reservations, over 2000 picnic, moon bounce, bandshell, athletic courts and open space reservations utilized by the general public.

WORK PLAN FOR 2013-2014

1. Explore the possibility of offering morning and afternoon classes in the Sports Center at Grijalva Park by June 2014. [3b]
2. Explore the feasibility of changing our current recreation-based software system from CLASS to ACTIVENETWORK by December 2014. [4c]
3. Enhance facility rental component of the City website to include virtual tours and additional payment information by February 2014. [4c].
4. Research the feasibility of implementing class registration at additional program facilities by January 2014. [4c].

COMMUNITY SERVICES | SPORTS AND AQUATICS

PROGRAM DESCRIPTION

Sports and Aquatics provides sports programming, such as adult softball and adult basketball 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

1. Monitor four seasons of adult softball under full service contract with Major League Softball for over 700 teams, in which 10,500 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 approximately 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 over 1,500 participants register for swimming lessons and 6,500 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.
7. Execute four seasons of an adult basketball league for an average of 120 teams in which 1200 adults participate.

WORK PLAN FOR 2013-2014

1. Continue to work on collaboration with Orange's youth sports organizations to ensure appropriate permitting of City athletic field and building resources with a priority for recreational sports, while allowing for the maintenance of these facilities in a fiscally responsible manner by June 2014. [3a]
2. 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 through June 2014. [2d]
3. Continue to increase and expand adult basketball participation and league levels through June 2014 [5c].

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, 3rd 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

1. Continue to provide six high quality, City-wide special events to over 46,500 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.
4. Partner with the Friendly Center and Girl Scouts to support the Holiday Basket Program at Thanksgiving

WORK PLAN FOR 2013-2014

1. Achieve a sponsorship goal of raising \$45,000 for the 2013 Special Event Season by January 2014. [3e]
2. Strengthen communication efforts and relationships with Old Towne merchants during the 2013 special event season by December 2013. [5c]
3. Continue 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 2014. [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

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 2013-14

1. Develop a plan for completing the process of updating the City Master Plan of Recreational trails by June 2014. [3a]
2. Complete year one of a Booster Pump Installation program at City parks improving water delivery efficiency by Feb. 2014. [2, 5]
3. Create amenity specific master plans for Eisenhower, La Veta and Shaffer Parks to develop a plan for the highest and best use of park property with aging infrastructure by Dec. 2013. [5]
4. Design and install the City's first public outdoor exercise circuit at Grijalva Park by Dec. 2013. [5]
5. Update Cerro Villa Master Plan to include a Dog Park by December 2013. [5]

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, Landscape Assessment Districts and Public Works rights-of-way with contractors in order to ascertain compliance with maintenance specifications.

WORK PLAN FOR 2013-14

1. Continue to improve administrative processes for managing all contracts for maintenance, installation and repair services by June 2014. [2a]
2. Begin working with a landscape designer to plan landscape rehabilitation of specific portions of the landscape at the Santiago Hills Landscape Assessment District to reduce maintenance and water costs by June 2014. [2d]
3. Work on replacing the 22 independent irrigation controllers in the Santiago Hills Landscape Assessment District to a centralized Calsense, weather based system to reduce water consumption by June 2014. [2d]
4. Work with a designer to Master Plan La Veta, Eisenhower, and Shaffer Parks to address renovation and improvements to specific elements and features by June 2014. [2d]
5. Continue to provide quality landscape and infrastructure maintenance of city parks, facilities, and Rights of Way. Endeavor to identify opportunities to improve maintenance efficiencies and reduce water consumption by June 2014. [2d]
6. Create more inventory related tools and research technology tools for use in the field to help parks employees work more efficiently by June 2014. [2d]

COMMUNITY SERVICES | SANTIAGO HILLS LANDSCAPE MAINTENANCE DISTRICT 86-2

PROGRAM DESCRIPTION

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

1. Provide landscape contract administration and supervision of maintenance services for the Assessment District in a 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 2013-14

1. Continue to research opportunities to reduce expenditures to stay within stated revenues by June 2014. [2b]
2. Plan and begin implementation to change all irrigation systems to a centralized Calsense system with the goal of reducing water consumption by June 2014. [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 January 2014. [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 2013-14

1. Make necessary maintenance reductions to ensure expenditures align with revenues by September 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 2014. [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. 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

1. Provide day labor and employer referral programs at the Resource Center. – **ON HOLD**
2. Continue to partner with the Police Department to promote the use of the Resource Center. – **ON HOLD**
3. Continue to monitor the senior services contract with Orange Elderly Services, Inc.
4. Continue to monitor the senior transportation contract with Orange County Transit Authority (OCTA), which provides over 10,000 trips annually.

WORK PLAN FOR 2013-14

1. Provide continued assistance to the Orange Senior Center in the areas of facility maintenance, program and service delivery and transportation services by June 2014. [3a]
2. Work with OPD 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 2014. [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 2014. [3a]

COMMUNITY SERVICES | SPORTS CENTER AT GRIJALVA GYM

PROGRAM DESCRIPTION

Sports Center at Grijalva Gym provides recreation contract classes 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. Monitor facility reservations for class and dance rooms and the gymnasium.
2. Work with local youth sports organizations on an annual calendar according to sport season for approved allocated use of the gymnasium.
3. Execute four seasons of an adult basketball league for an average of 120 teams in which 1200 adults participate.
4. Maintain three 10-week recreation class sessions and one 14-week recreation class session of quality contract classes for over 1400 participants.

WORK PLAN FOR 2013-14

1. Research teen program opportunities, resources and partnerships with not and for-profit groups to determine potential collaborative programs and events by June 2014. [3e]
2. Research sports programming activities to serve all ages of the community by June 2014. [4b]
3. Continue to maintain the facility and park grounds to provide a safe and functional environment for programs and services by June 2014. [1b]



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Non Departmental

NON-DEPARTMENTAL

PROGRAM DESCRIPTION

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>	Actual 2010-11	Actual 2011-12	Estimate 2012-13	Budget 2013-14
Salaries & Benefits	672,649	1,264,897	1,784,000	1,182,000
Maintenance & Operations	1,968,062	7,861,018	3,892,052	2,685,634
Total Operating Budget	2,640,711	9,125,915	5,676,052	3,867,634
Debt Service	1,031,410	10,290,072	1,029,590	-
Total Department	3,672,121	19,415,987	6,705,642	3,867,634
 <u>DEPARTMENT PROGRAMS:</u>				
0000 Non Departmental	3,672,121	19,418,987	6,705,642	3,867,634
Total Department	3,672,121	19,418,987	6,705,642	3,867,634
 <u>DEPARTMENT FUNDING SOURCES:</u>				
100 General Fund	2,095,484	11,962,544	2,936,051	2,770,634
130 PEG Program	-	-	141,001	100,000
400 City Debt Service	1,031,410	1,031,875	1,029,590	-
550 Reimbursable Capital Proj.	-	71,599	-	-
601 Water Capital Projects	-	515,049	-	-
740 Self Insurance Liability	-	-	1,000,000	-
760 Employee Accrued Liability	545,227	1,126,196	1,599,000	997,000
944 NW/SW Merged 2008 Tax	-	4,708,724	-	-
Total Funding	3,672,121	19,415,987	6,705,642	3,867,634

*Community
Development*

COMMUNITY DEVELOPMENT

MISSION

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

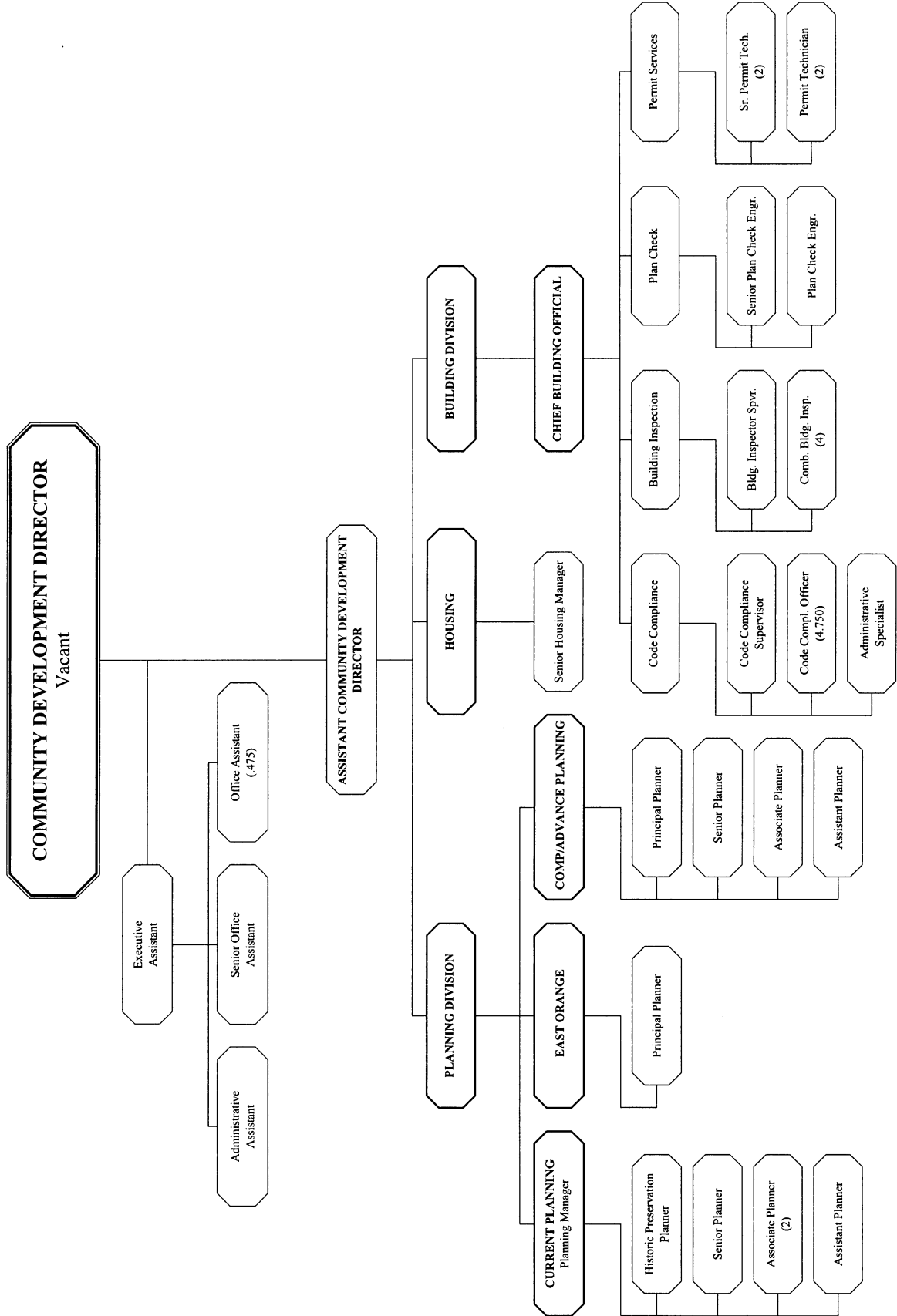
1. Provide thorough analysis and recommendations to the City Council, Planning Commission, other appointed committees, the development community and citizens on land planning and development issues.
2. Administer in a fair and equitable manner, all City and State regulations pertaining to development, 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

1. Completed re-zoning of the Old Towne Quadrants. Completed General Plan/Zoning consistency for the Uptown Orange General Plan Focus Area, a portion of the Katella Corridor General Plan Focus Area and the Lemon Street Corridor General Plan Focus Area.
2. Retained a consultant to assist with the Housing Element Update effort and initiated the project in November. The project schedule provides for City adoption and state certification by October 2013.
3. Provided support to the Public Works, Fire, and Community Services Departments on a diverse range of projects including the fire station emergency generators and fuel tanks, Upper Serrano Pump Station, Old Towne water line replacement, Tustin at Palm traffic signal and Katella at Wanda intersection widening.
4. Over the course of 2012-13, coordinated with the State Office of Historic Preservation and Eichler Tract residents to finalize materials for state submittal and reconcile inconsistencies between the City's Historic Resources Inventory and resident information. Final materials have been submitted to state and staff initiated the local historic district designation for the tracts in May 2012.
5. Applied for environmental grant funding for a natural gas fueled paint truck for the benefit of the Public Works Department and received \$30,000 in funding for the new vehicle.
6. Served over 5,000 customers at the Planning Counter and presented over 120 cases to the DRC, PC and City Council.

7. In accordance with the Organizational Assessment (OA), implemented a staff comment letter for projects utilizing a checklist format. The consistent format provides an area for responses from the applicant as well as tracking of completed items so both applicant and staff are "on the same page."
8. In accordance with the OA, provided input for zoning ordinance changes to facilitate process streamlining.
9. Processed plans for major projects including the CHOC Helipad, Tilted Kilt Restaurant, America's Tires, BJ's Restaurant and Brew House and the Orange Lutheran High School gymnasium expansion.
10. Completed the City's first computerized project plan review.
11. In conjunction with the Energy Efficiency Services (EES) program and International Code Council Orange Empire Chapter (ICCOEC), organized the "Green Expo" in Orange County.
12. Processed 698 building permits and assisted 7,600 permit applicants over the counter.
13. Completed 792 project plan reviews including Chapman University Center for the Arts, Chapman University Filmmaker's Village parking structure, Ayers Hotel & parking structure and Sears building renovation.
14. Addressed 1,921 Code Compliance complaints.
15. Funded a portion of the construction costs for the Serrano Woods Apartments with Housing Set-Aside under the terms of the Affordable Housing Agreement.
16. Administered 20 contracts for FY 2012-13 CDBG funding: eight Sub-recipient Agreements with nonprofit agencies and 12 Memoranda of Understanding with City Departments.

COMMUNITY DEVELOPMENT



COMMUNITY DEVELOPMENT

SCHEDULE OF POSITIONS

	APPROVED 2011-12	APPROVED 2012-13	BUDGET 2013-14
Regular Full-Time:			
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	1.000	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	35.000	35.000
Regular Part-Time (FTE):			
Code Compliance Officer	0.500	0.750	0.500
<i>Regular Part-Time Sub-Total</i>	0.500	0.750	0.500
Part-Time/Non-Benefitted (FTE):			
° Combination Building Inspector	0.475	0.000	0.000
Office Assistant	0.475	0.475	0.475
<i>PT/Non-Benefitted (FTE) Sub-Total</i>	0.950	0.475	0.475
Total Community Development	35.450	36.225	35.975

* Of the 35.975 full-time equivalent (FTE) positions, 6 FTE positions (1 Assistant Community Development Director, 2 Assistant Planners, 1 Associate Planner, 1 Code Compliance Officer and 1 Principal Planner) are being held vacant and have not been budgeted in the 2013-14 fiscal year

° Eliminated: .475 Combination Building Inspector

COMMUNITY DEVELOPMENT DEPARTMENT

Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	<u>Actual 2010-11</u>	<u>Actual 2011-12</u>	<u>Estimate 2012-13</u>	<u>Budget 2013-14</u>
Salaries & Benefits	3,452,560	3,219,453	3,482,946	3,508,816
Maintenance & Operations*	494,278	360,899	1,238,841	520,788
Capital Outlay	20,500	-	97,965	32,700
Total Operating Budget*	3,967,338	3,580,352	4,819,752	4,062,304
Capital Improvements*	-	-	2,702,794	1,142,988
Total Department*	3,967,338	3,580,352	7,522,546	5,205,292

DEPARTMENT PROGRAMS:

6001	Administration	607,466	473,198	388,019	338,779
6011	Advance Planning	335,132	334,751	383,229	370,677
6021	Current Planning	911,861	886,532	1,011,072	881,220
6022	Planning Commission	10,139	8,990	14,700	14,700
6031	Building Inspection	688,297	573,039	584,353	586,933
6032	Code Enforcement	639,294	604,770	562,284	541,588
6033	Plan Check Administration	463,139	479,518	466,410	465,128
6034	Permit Services	312,010	219,554	271,324	359,842
6041	Housing	-	-	-	23,693
9640	CDBG Administration*	-	-	234,457	240,811
9645	CDBG Public Service Grants/Projec	-	-	2,166,227	1,088,243
9652	Home Improvement Loan Prog.	-	-	13,143	-
9660	Federal HOME Program*	-	-	1,427,328	293,678
	Total Department*	3,967,338	3,580,352	7,522,546	5,205,292

* 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 2010-11</u>	<u>Actual 2011-12</u>	<u>Estimate 2012-13</u>	<u>Budget 2013-14</u>
100	General Fund	3,404,420	3,218,763	3,500,520	3,372,614
110	Building Records Management	145,519	17,038	54,748	61,049
310	Comm. Development Block Grant*	-	-	2,389,768	1,329,054
311	CDBG Recov & Reinv	-	-	10,916	-
315	CDBG Housing Rehab/Loans	-	-	13,143	-
317	H O M E Federal Grant Fund*	-	-	1,365,128	293,678
318	HPRP Homeless Prev & Rapid	-	-	62,200	-
550	Reimbursable Capital Projects	10,585	10,881	-	-
916	Affordable Housing*	-	-	65,000	65,000
921	Low/Moderate Income Hsg Asset	-	-	-	23,693
940	Orange Merged Capital Projects	182,747	153,958	16,639	15,745
941	Housing Set-Aside	224,067	179,712	44,484	44,459
Total Funding*		<u><u>3,967,338</u></u>	<u><u>3,580,352</u></u>	<u><u>7,522,546</u></u>	<u><u>5,205,292</u></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 the 2012 Organizational Assessment (OA).
10. Establish and track performance measures and report of compliance.

WORK PLAN FOR 2013-14

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 2014. [4e]
2. Brief the City Council and Planning Commission on upcoming planning and development issues on an ongoing basis through June 2014. [4a]
3. Track activity levels in regard to development projects and workload demands on an ongoing basis through June 2014. [4a]
4. Closely monitor revenues and expenditures throughout the Community Development's budget in order to effectively ensure that trends are recognized and addressed. [2e]
5. Continue to review and propose Zoning Code amendments to simplify our development review of certain routine types of applications through June 2014. [2e]
6. Establish and track performance measures with initial reporting at mid-year. [4b]
7. Continue support to the Business Enhancement Support Team (BEST) by implementing further process changes and streamline the Staff Review Committee (SRC) review process by December 2013.
8. Strengthen the role of case planners to function as project managers with the goal of problem solving for each customer by December 2013.
9. Establish a process for project applicants to meet with each/all appropriate development review staff collectively to address major project issues or concerns by December 2013.

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 the 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 2013-14

1. Continue phased General Plan/Zoning consistency analysis for citywide parcels, including processing Zoning Code Amendments to reconcile inconsistencies per State Law and simplify the development review process through June 2014. [2d]
2. Establish a merged parking district for the Plaza Business District and Santa Fe Depot Specific Plan area including an updated in-lieu parking fee and program to reduce barriers to adaptive reuse of historic buildings and encourage property reinvestment per the Santa Fe Depot Specific Plan implementation program through June 2014. [2e]
3. Complete Metrolink Parking Structure EIR and entitlement process by March 2014. [2d]
4. Complete the City's Housing Element per state law to ensure adoption and state certification by October 2013. [3c]
5. Continue implementation of Housing Element action items through June 2014. [3c]
6. Ensure completion of environmental review/compliance for various CIP projects, with particular effort involving the Meats Interchange project through June 2014. [2d]
7. Pursue grant funding for General Plan implementation program projects involving development streamlining and commercial district enhancement that require consultant-based technical expertise through June 2014. [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 project related General Plan Amendments, Zone Changes, Conditional Use Permits, Variances, Design Review 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. Provide agendas and support materials.
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 and Design 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 2013-14

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. Continue to make improvements per the Organizational Assessment made possible with the filling of the Assistant Planner position. [4b]

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), which 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 Secretary of Interior Standards for Historical Preservation and Old Towne Design Standards.

WORK PLAN FOR 2013-14

1. Train new and existing Design Review Committee and Planning Commission members through briefings, study sessions and local training conferences through June 2014. [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 2013-14

1. Complete approximately 24,000 inspection stops, 13,000 by December of 2013 and 11,000 more by June 2014. [4b]
2. Gain continuing proficiency with the new 2013 California Building Codes through January 2014 through further training by attending in house, CALBO and ICC seminars. [4e]
3. Gain proficiency with the upcoming 2013 California Energy Codes and 2013 Green Building Standards through January 2014. [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 2014. [1b]
5. Develop proficiency with the E-Trakit permit system through June 2014. [4b]
6. Provide a comprehensive and comparative Building Inspection activity report to the City Manager by August 2013 with an update by February 2014. [1a]

COMMUNITY DEVELOPMENT | CODE COMPLIANCE

PROGRAM DESCRIPTION

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

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 2013-14

1. Process approximately 2,200 code compliance cases: 1,100 by December 2013, and another 1,100 by June 2014. [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 the Old Towne area through June 2014. [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 2014. [4b]
5. Provide a comprehensive and comparative Code Compliance activity report to the City Manager by August 2013 and an update to the City Manager by February 2014. [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 2013-14

1. Complete approximately 500 plan checks, 250 by December 2013 and another 250 plan checks by June 2014. Oversee the work of contract plan check consultants on as needed basis. [4b]
2. Gain proficiency with 2013 California Building Codes through training by attending in-house, CALBO and ICC trainings. [4e]
3. Attend SRC & DRC meetings through June 2014. [4e]
4. Continue updating the Building Division Procedures Manual through June 2014. [4e]
5. Continue developing proficiency with the E-Trakit permit system through June 2014. [4b]
6. Assist with the Energy Efficiency Services in evaluation and collection of energy savings throughout the City through June 2014. [3a]
7. Provide a comprehensive and comparative Plan Check and Administration activities report to the City Manager by August 2013 with an update by February 2014. [2a]
8. Implement digital plan submittal and reviews on major projects. [4b]

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 Planning, 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 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 2013-14

1. Process approximately 3,000 building permits, 1,500 by December 2013, and 1,500 by June 2014. [4b]
2. Serve approximately 6,400 customers at our public counter with 3,200 by December 2013 and another 3,200 by June 2014. [4b]
3. Continue to utilize permit technicians to conduct at least 100 simple or smaller plan checks by June 2014. [4b]
4. Develop proficiency with the E-Trakit permit system through June 2014. [4b]
5. Refine procedures to allow for on-line permit application and receive digital plans for review by June 2014. [4b]
6. Provide a comprehensive and comparative Permit Services activity report to the City Manager by August 2013 with an update by February 2014. [4a]
7. Continue training the Permit Technicians (all joint Public Works/Community Development front counter staff) on E-trakit system so they can issue various permit types by December 2013.

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 improvements 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 2013-14

1. Provide administrative oversight of the FY 2013-14 CDBG Program and HOME Program through June 2014. [3e]
2. Complete and submit the FY 2012-13 Consolidated Annual Performance and Evaluation Report to the U.S. Department of Housing and Urban Development (HUD) by September 2013. [3e]
3. Complete and submit the FY 2014-15 Action Plan to HUD by May 2014. [3e]
4. Solicit and review up to 40 FY 2014-15 CDBG funding requests from nonprofit agencies and City departments by January 2014. [3e]
5. Conduct five public meetings and two technical assistance trainings for the FY 2014-15 CDBG Program by May 2014. [4a]
6. Monitor the affordability and occupancy covenants of rental units assisted with HOME and Housing Set-Aside funds through June 2014. [3c]



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*Carryover
Appropriations*

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>
Non Departmental					
100	51670		Other Professional Services	\$ 40,000	
100	51700	12350	County Animal Control	225,000	
100	52001		Miscellaneous Expenditures	175,000	
100	51660		Publicity & Advertising	20,000	
			Total Non Departmental		<u>\$ 460,000</u>
City Manager					
913*	51672	11298	ORA Home Improvement Loans - Processing Fees	\$ 15,167	
940	51401		Repairs to Building	15,863	
940	51450		Other Maintenance Services	134,476	
940	51600		Legal Services	169,044	
940	51670		Other Professional & Consulting	90,000	
940	51670	09005	Metrolink Parking Structures	121,722	
941**	51600		Legal Services	35,956	
			Total City Manager		<u>\$ 582,228</u>
City Attorney					
100	51600		Legal Services	\$ 47,000	
100	51611		Personnel Legal Services	38,000	
			Total City Attorney		<u>\$ 85,000</u>
Human Resources					
730	50029	19108	4850 Salary for Injured Safety Workers	\$ 200,000	
740	55131		CH Gym Project	12,000	
			Total Human Resources		<u>\$ 212,000</u>
Information Technology					
780	51670		Other Professional Services	\$ 200,000	
			Total Information Technology		<u>\$ 200,000</u>
Library					
100	53011	19990	Friends of the Library Donation - Emp. Recognition	\$ 198	
100	53301	19320	Renewal Increases	1,670	
100	53301	19322	Foundation Donation - Grant for eBooks	15,772	

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>
Library (continued)					
100	53301	19986	Patron Donation - New & Adult Children's Books	2,000	
100	53301	19990	Friends of the Library Donation - Subscription Renewals	4,290	
100	53910	19322	Foundation Donation - eBooks for Youth & Teens	451	
100	51670	19990	Friends of the Library Donation - Digitization of Local History Materials	10,471	
100	53301	19322	Foundation Donation - Local History Materials	115	
100	53340	19990	Friends of the Library - Adult & Summer Reading Programs & Crafts	1,500	
100	51670	19322	Foundation Donation - Children's Programs	175	
100	53340	19990	Friends of the Library Donation - Crafts & Teen Volunteer Recognition	1,807	
100	55131	19990	Friends Donation - Early Literacy Computer Stations	1,541	
Total Library					\$ 39,990
Fire					
100	51670	12528	Shell Oil Settlement	\$ 15,000	
100	51830	12528	Shell Oil Settlement	7,708	
100	51830	12538	AT&T Settlement	1,500	
100	53940	12538	AT&T Settlement	2,927	
100	50221	20177	H1 UASI Training Grant 2011	22,434	
100	50221	20178	J2 TLO Program UASI Grant 2011	9,861	
100	50221	20175	H1 UASI Regional Training Program Grant 2012	13,616	
100	50221	20176	J2 TLO Program UASI Grant 2012	9,910	
100	51840	12534	Santa Ana College Fire Training 07-08	63,233	
100	51840	20160	Santa Ana College Fire Training 12-13	27,091	
100	53060	20080	Santa Ana College Fire Training 10-11	23,148	
100	53060	20133	Santa Ana College Fire Training 11-12	22,123	
100	53060	20160	Santa Ana College Fire Training 12-13	30,951	
100	51780		Other Contractual Services	11,576	
120	51780		Other Contractual Services	9,500	
Total Fire					\$ 270,578
Police					
100	50221	30014	GRIP Grant - OT Safety	\$ 92,077	
100	50222	30014	GRIP Grant - OT Non-Safety	9,311	
100	55131	30014	GRIP Grant - Equipment	1,168	
100	55131	20094	Prop 69 - DNA Initiative	3,180	
100	50221	30015	Selective Enforcement Grant - OT Safety	47,606	
100	50612	30015	Selective Enforcement Grant - Unemployment	82	
100	50614	30015	Selective Enforcement Grant - Medicare	727	
100	55131	30015	Selective Enforcement Grant - Equipment	948	
100	50221	30016	Sobriety Checkpoint Grant Program - OT Safety	59,186	

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>
Police (continued)					
100	50222	30016	Sobriety Checkpoint Grant Porgram - OT Non-Safety	12,833	
100	50612	30016	Sobriety Checkpoint Grant Program - Unemployment	89	
100	50614	30016	Sobriety Checkpoint Grant Program - Medicare	1,205	
100	55131	30016	Sobriety Checkpoint Grant Program - Equipment	2,600	
100	50221	20175	H1-UASI Regional Training Program 2012	18,190	
100	50221	20176	J2-TLO Program 2012 (UASI)	13,240	
100	50221	20177	H1-UASI Regional Training Program 2011	29,971	
100	50221	20178	J2-TLO Program UASI 2011	13,174	
100	55131		Target Grant	690	
355	55131		Federal Asset Forfeiture	16,839	
356	53060		Misc. Materials & Supplies	1,625	
Total Police					\$ 324,741
Public Works					
100	51670	13051	Yorba Park Methane	\$ 65,687	
220	51780	20084	Beverage Container Recycling 10-11	8,635	
220	51700	20085	Beverage Container Recycling 11-12	20,000	
220	51700	20087	Oil Payment Program Cycle 2 11-12	301	
220	53001	15009	Used Oil Block Grant 08-09	654	
220	53001	20019	Used Oil Block Grant 10-11	1,565	
220	53001	20087	Oil Payment Program Cycle 2 11-12	15,000	
220	53910	20084	Beverage Container Recycling 10-11	3,164	
220	53910	20085	Beverage container Recycling 11-12	10,000	
220	55131	14916	Beverage Container Grant 08-09	32	
220	55131	20019	Used Oil Block Grant 10-11	17,399	
220	55131	20084	Beverage Container Recycling 10-11	17,504	
220	55131	20085	Beverage Container Recycling 11-12	6,946	
220	55131	20087	Oil Payment Program Cycle 2 11-12	15,369	
600	51231		Electricity	43,000	
600	51232		Electricity for Water Pumps	426,657	
720	55212		Vehicle Replacement	679,076	
Total Public Works					\$1,330,989
Community Development					
100	51761		Advance Planning Printing & Binding	\$ 5,990	
100	51670		Current Planning Other Professional & Consulting	29,400	
310	57130	11070	CDBG Contingency	126,255	
315	51672		CDBG Home Improvement Loan Program	10,585	
317	50xxx	11110	HOME Salaries & Benefits	68,194	
317	51660	11110	HOME Publicity & Advertising	1,300	
317	51670	11110	HOME Other Professional & Consulting	43,325	

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>
Community Development (continued)					
317	51771	11110	HOME General Program Administration	296,406	
317	51811	11110	HOME Mileage Reimbursement	450	
317	53011	11110	HOME General Office Supplies	3,995	
Total Community Development					\$ 585,900
TOTAL OPERATING CARRYOVERS					<u><u>\$4,091,426</u></u>

* Carryover to Fund 921

** Carryover to Fund 940

CONTINUING CAPITAL IMPROVEMENT APPROPRIATIONS BY FUND

<u>Fund</u>	<u>Project Number</u>	<u>Description</u>	<u>Balance at 6/30/13</u>	<u>Fund Total</u>
Proposition 172				
120	12506	Body Armor	\$ 10,000	
120	12513	Fire Dept Phone System Replacement	1,808	
120	12540	Thermal Image Cameras	25,548	
120	12955	Mobile Data Computers	234,000	
Total Proposition 172				\$ 271,356
Sanitation and Sewer				
220	12982	Corp Yard Renovations	\$ 149,094	
220	14899	Arterial Street Tree Replacement	69,727	
220	14997	Municipal Parking Lot Maintenance	22,000	
220	15113	Catch Basin Screening	54,408	
220	15508	Sewer Line Maintenance/Replacement	1,000,553	
220	15509	Sewer Cleaning/Video	314,577	
220	15562	Master Plan Of Sewers	6,936	
220	20112	Installation of CDS Units	35,000	
Total Sanitation and Sewer				\$ 1,652,295
Traffic Improvement - Measure M				
262	13115	Pavement Management Program Survey	\$ 11,330	
262	13120	Pavement Management Program	1,238,299	
262	14703	Arterial Curb, Gutter & Sidewalk Repair	80,127	
262	14906	Installation of Raised Pavement	15,000	
262	16049	Wireless Signal Interconnect - Northwest City	14,868	
262	16085	Tustin @ Palm - Left Turn Signalization	3,537	
262	16104	Santiago Cyn Rd - Hwy Safety	3,079	
262	16304	Biennial Traffic Signal Coordination	38,221	
262	16469	Traffic Signal Equipment Painting	94,472	
262	20111	Tustin Street Traffic Signal Synchronization	35,529	
262	20122	Lincoln Ave Signal Synchronization	23,000	
262	20123	Taft Ave Signal Synchronization	26,000	
Total Traffic Improvement - Measure M				\$ 1,583,463

CONTINUING CAPITAL IMPROVEMENT APPROPRIATIONS BY FUND (continued)

<u>Fund</u>	<u>Project Number</u>	<u>Description</u>	<u>Balance at 6/30/13</u>	<u>Fund Total</u>
Traffic Improvement - Measure M2				
263	13115	Pavement Management Program Survey	\$ 60,000	
263	13120	Pavement Management Program	982,500	
263	16304	Biennial Traffic Signal Coordination	95,000	
263	20154	Jamboree Rd Rehab Chapman to S. City Lim	1,319,502	
				<u>\$ 2,457,002</u>
Gas Tax Construction				
271	12982	Corp Yard Renovations	\$ 71,425	
271	14703	Arterial Curb, Gutter & Sidewalk Replacement	69,651	
271	14997	Municipal Parking Lot Maintenance	22,000	
		Total Gas Tax Construction		<u>\$ 163,076</u>
Gas Tax 2105				
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	3,839,231	
272	13240	Walnut Ave Widening/Extension Study	150,000	
272	13242	Walnut Ave Widening Study: Batavia-Main	100,000	
272	13816	Structual Evaluation Of City's Bridges	20,000	
272	16063	Old Towne St Light Enhancements	1,607	
272	16304	Biennial Traffic Signal Coordination	6,034	
272	20039	Main St. Grade Separation	59,560	
272	20064	Three St. Radar Feedback Speed Signs	18,801	
272	20065	Four St. Radar Feedback Speed Signs	46,995	
272	20072	Lincoln Avenue HSIP Imprvement	63,608	
272	30009	Pedestrian Countdown Signals	37,052	
		Total Gas Tax 2105		<u>\$ 4,478,445</u>
TSIP Area "B" - West Orange				
284	13034	Meats/SR 55 Interchange Study	\$ 288,806	
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	

CONTINUING CAPITAL IMPROVEMENT APPROPRIATIONS BY FUND (continued)

<u>Fund</u>	<u>Project Number</u>	<u>Description</u>	<u>Balance at 6/30/13</u>	<u>Fund Total</u>
284	16469	Traffic Signal Equipment Painting	59,968	
284	20074	Tustin St. Widening at W. 22 Fwy On Ramp	<u>220,000</u>	
				<u>\$ 709,743</u>
TSIP Area "C" - East Orange				
285	13034	Meats/SR 55 Interchange Study	\$ 88,806	
285	20073	Katella/Wanda 2nd Left Turn Addition	<u>51,147</u>	
		Total TSIP Area "C" - East Orange		<u>\$ 139,953</u>
Community Development Block Grant				
310	11328	ADA Improvements - Curbs	\$ 94,731	
310	20042	Old Towne St Lights-Almond Av & Lemon Av	1,160	
310	20046	Lemon Localized Recon: Palm To Maple	2,999	
310	20047	Lemon Rehab: Palmyra To Laveta	245	
310	20049	Olive Localized Recon: Palm To Maple	3,826	
310	20068	Tularosa Ave Neighborhood Alley Recon/Ov	4,539	
310	20069	Highland St Neighborhood Alley Recon.	9,666	
310	20070	Compton Ave. Neighborhood St. Overlay	2,014	
310	20071	Hewes St. Alley Reconstruction	730	
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	168,044	
310	20136	Toluca Avenue Overlay	35,000	
310	20140	River Ave Rehab: Glassell St. to East E	134,836	
310	20141	Orange St Reconst: La Veta Ave to So end	121,886	
		Total Community Development Block Grant		<u>\$ 841,776</u>
CDBG - Housing Rehab/Loan				
315	11298	Home Improvement Loan Program	<u>\$ 2,558</u>	
		Total CDBG - Housing Rehab/Loan		<u>\$ 2,558</u>

CONTINUING CAPITAL IMPROVEMENT APPROPRIATIONS BY FUND (continued)

<u>Fund</u>	<u>Project Number</u>	<u>Description</u>	<u>Balance at 6/30/13</u>	<u>Fund Total</u>
H.O.M.E.				
317	11210	H.O.M.E. CHDO Allocation	\$ 131,831	
317	11250	H.O.M.E. Developer Projects	794,158	
Total H.O.M.E.				<u>\$ 925,989</u>
Federal Asset Seizure				
355	12220	Police Vehicle In-car Camera System	\$ 357,169	
Total Federal Asset Seizure				<u>\$ 357,169</u>
Capital Projects				
500	11606	Gymnasium/Sports Center	\$ 855,285	
500	12404	Emergency Power Generators	65,414	
500	12405	West Net Boxes & Zoning Timers	4,060	
500	12612	Replacement Air Conditioners @ Fire Stations	6,295	
500	12982	Corp Yard Renovations	80,000	
500	14997	Municipal Parking Lot Maintenance	20,000	
500	16100	Santiago Creek Biketrail	1,427	
500	19839	Station 4 Renovation	1,080	
500	20128	Audio & Video Systems Replacement for CC	50,000	
500	20135	CIP - Building And Improvements	232,185	
Total Capital Projects				<u>\$ 1,315,746</u>
Park Acquisition & Development (Quimby)				
511	11606	Gymnasium/Sports Center	4,129	
511	20062	Master Key and Timed Entry System for Parks	88,315	
511	20109	Anti-Graffiti Coating for Park Facilitie	115,785	
511	20110	Ran Sant Blvd Trail - Trail Tread Rep&Re	189,600	
511	20138	Hart Park Community Bldg Roof Replacement	1,480	
511	20164	Hart Park Picnic Shelter Repair/Replacem	16,506	
Total Park Acquisition & Development (Quimby)				<u>\$ 415,815</u>

CONTINUING CAPITAL IMPROVEMENT APPROPRIATIONS BY FUND (continued)

<u>Fund</u>	<u>Project Number</u>	<u>Description</u>	<u>Balance at 6/30/13</u>	<u>Fund Total</u>
Sewer Construction				
520	15508	Sewer Lline Maintenance/Replacement	\$ 2,530	
Total Sewer Construction				\$ 2,530
Old Towne Parking Facility				
540	19607	Public Parking Lot Maintenance	\$ 80,000	
Total Old Towne Parking Facility				\$ 80,000
Reimbursable Capital Projects				
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	366,318	
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	596,094	
550	13426	Main St - Culver/300 Ft South of Chapman	94,961	
550	15113	Catch Basin Screening	32,525	
550	16031	E Chapman Traffic Signal Coordination	98,701	
550	16049	Wireless Signal Interconnect - Northwest City	13,365	
550	16085	Tustin @ Palm-Left Turn Signalization	162,098	
550	16086	Glassell/Palm Traffic Signal	40,000	
550	16100	Santiago Creek Biketrail	866	
550	20011	Building Retrofits	5,068	
550	20013	Fire Station Solar Project	5,659	
550	20064	Three St. Radar Feedback Speed Signs	175,711	
550	20065	Four St. Radar Feedback Speed Signs	194,312	
550	20072	Lincoln Ave HSIP Improvement	673,292	
550	20073	Katella/Wanda 2nd Left Turn Addition	23,415	
550	20095	CA11-1 Winter Storms - Rock Slide	9,928	
550	20112	Installation of CDS Units	100,000	
550	20154	Jamboree Rd Rehab Chapman to S. City Lim	82,323	
550	30009	Pedestrian Countdown Signals	224,573	
Total Reimbursable Capital Projects				\$ 4,867,181

CONTINUING CAPITAL IMPROVEMENT APPROPRIATIONS BY FUND (continued)

<u>Fund</u>	<u>Project Number</u>	<u>Description</u>	<u>Balance at 6/30/13</u>	<u>Fund Total</u>
Fire Facilities Fees				
560	12977	Fire Headquarters Replacement	\$ 683,230	
560	19839	Station 4 Renovation	58,954	
560	20134	CIP - Renovations	21,352	
		Total Fire Facilities Fees		\$ 763,536
Library Impact Fees				
573	12977	Fire Headquarters Replacement	\$ 41,481	
		Total Library Impact Fees		\$ 41,481
Serrano Heights CFD 91-2				
594	12977	Fire Headquarters Replacement	\$ 38,480	
		Total Serrano Heights CFD 91-2		\$ 38,480
Water Capital Projects*				
601	18101	Water Utility Security Improvements	\$ 140,641	
601	18102	Meter Replacement Program	50,000	
601	18104	UCI Master Meter Pgm	10,874	
601	18105	Water Valve Location Program (GPS)	66,839	
601	18119	Well #27 Construction	1,736,887	
601	18214	Well Rehabilitation	250,000	
601	18225	Lower Serrano Pump Station	29,772	
601	18228	Marywood Pump St Replacement Study	1,063,865	
601	18301	Exterior Cathodic Protection Systems	152,290	
601	18302	Reservoir Recoating	51,072	
601	18324	Reservoir 2A Site Remediation	441,405	
601	18400	Pipeline Renewal Projects	1,635,844	
601	18912	Water Plant Telemetry	6,124	
601	18924	Emergency Generator: Wanda/Collins	10,000	
601	18925	Emergency Generator	36,051	
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	
		Total Water Capital Projects		\$ 6,163,234

CONTINUING CAPITAL IMPROVEMENT APPROPRIATIONS BY FUND (continued)

<u>Fund</u>	<u>Project Number</u>	<u>Description</u>	<u>Balance at 6/30/13</u>	<u>Fund Total</u>
Equipment Replacement				
720	19855	Fueling Stations Renovations	\$ 92,822	
Total Equipment Replacement				\$ 92,822
Major Building Improvements				
725	12103	Police Facility Interior Painting	\$ 22,602	
725	19809	City Facility Improvements	149,499	
725	19823	Police HQ HVAC System Renewal	2,538	
725	19826	Police HQ Exterior Wall Sealing	40,000	
Total Major Building Improvements				\$ 214,639
Computer Replacement				
790	19640	Information Technology Upgrades	\$ 322,900	
790	19642	FMIS System Replacement	595,204	
790	20128	Audio & Video Systems Replacement for CC	150,000	
Total Computer Replacement				\$ 1,068,104
Housing Loan Programs				
913	11298	Home Improvement Program Loans	\$ 360,070	
Total Housing Loan Programs				\$ 360,070
ORA Merged Capital Projects				
940	9005	Metrolink Parking Structures (OCTA)	\$ 1,349,310	
940	19156	Southern Counties Oil/Greinke	1,000,000	
940	19191	Simon Mills Promissory Note	647,801	
940	20206	SA Property Repairs	130,000	
Total ORA Merged Capital Projects				\$ 3,127,111
NW & SW Merged 2003 Tax Exempt Bonds				
943	19801	General Plan Update	\$ 2,290	
Total Northwest & SW Merged 2003 Tax Exempt Bonds				\$ 2,290

CONTINUING CAPITAL IMPROVEMENT APPROPRIATIONS BY FUND (continued)

NW & SW Merged 2008 Tax Exempt Bonds

944	9005	Metrolink Parking Structures (OCTA)	\$ 5,000,000
944	13426	Main St: Culver/300 Ft South of Chapman	<u>45,207</u>

Total Northwest & SW Merged 2003 Taxable Bonds \$ 5,045,207

TOTAL CAPITAL PROJECTS \$ 37,181,067

* In FY 14, Fund 601 will be combined with 600 therefore all projects will be carried over to Fund 600

Debt Services

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, 2013</u>	<u>2013-14 Prin. & Int. Requirement</u>
DEBT ISSUES:						
1998 Police Facility Refunding Certificates of Participation*	5/1/1998	8/1/2014	4.0-5.0%			
Water Facilities Certificates of Participation, Allen-McColloch Pipeline Project (City share)	8/1/1989	7/1/2016	6.1-7.1%	1,645,000	125,000	47,875
<u>Sub-Total - Debt Issues</u>				<u>1,645,000</u>	<u>125,000</u>	<u>47,875</u>
LOANS:						
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	433,426	3,000
<u>TOTAL CITY DEBT ISSUES</u>				<u>8,062,131</u>	<u>3,567,025</u>	<u>50,875</u>

* Due to the dissolution of the Redevelopment Agency, all Agency debt obligations were assumed by the the Successor Agency.

** This \$4.25M loan was authorized in anticipation of fees to be received from the Irvine Company as benchmarks in the development of East Orange are met. Loan proceeds will only be issued, however, when and to the extent that expenses are incurred. The amount listed as "Outstanding" represents the amount of debt incurred to date towards this loan.

SUCCESSOR AGENCY DEBT OBLIGATIONS

<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, 2013</u>	<u>2013-14 Prin. & Int. Requirement</u>
DEBT ISSUES:						
1997A Tustin Street Tax Allocation Refunding Bonds	6/1/1997	9/1/2016	3.9-5.5%	3,280,000	985,000	272,988
2008B Tustin Street Taxable Tax Allocation Refunding Bonds	5/1/2008	9/1/2027	5.0-6.2%	6,180,000	5,670,000	424,075
2003A Merged & Amended Tax Allocation Refunding Bonds	9/1/2003	9/1/2023	2.0-4.8%	45,915,000	36,740,000	3,861,759
2003B Merged & Amended Taxable Tax Allocation Refunding Bonds	9/1/2003	9/1/2023	1.3-5.0%	11,170,000	415,000	425,375
2008A Merged & Amended Tax Allocation Bonds	5/1/2008	9/1/2037	4.0-4.75%	33,450,000	29,840,000	2,044,163
1998 Police Facility Refunding Certificates of Participation*	8/1/1989	8/1/2014	-	12,215,000	1,955,000	1,028,875
<u>TOTAL REDEVELOPMENT DEBT</u>				<u>112,210,000</u>	<u>75,605,000</u>	<u>8,057,235</u>

* Due to the dissolution of the Redevelopment Agency, all Agency debt obligations were assumed by the Successor Agency.

Staffing

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	Executive Assistant	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	3.000	X	
Fire	Fire Engineer	3.000	X	
Fire	(3) Firefighter	3.000	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 Clerk	1.000	X	
Police	Police Sergeant	2.000	X	
Police	Police Services Officer	1.000	X	
Public Works	Associate Engineer	1.000	X	
Public Works	Equipment Parts Technician	1.000		X
Public Works	PW Maintenance Worker II	1.000		X
Comm. Development	Assistant Community Dev. Director	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>
Community Development (continued)				
Comm. Development	Code Compliance Officer	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	
TOTAL FULL TIME EQUIVALENTS		<u><u>48.562</u></u>		

ELIMINATED POSITIONS

As part of the FY 14 budget, street sweeping operations will be contracted out effective July 1, 2013. As a result some positions have been eliminated and expenditures associated with these positions are not included in the FY 14 budget.

<u>Department</u>	<u>Class Description</u>	<u>Full-time Equivalent</u>	<u>General Funding</u>	<u>Restricted Funding</u>
City Manager	Economic Development Director	1.00		X
Public Works	Street Sweeper Operator	6.00		X
TOTAL FULL TIME EQUIVALENTS		<u><u>7.000</u></u>		

RECOMMENDED STAFFING CHANGES

POSITION	DEPARTMENT	FUND	COMMENTS
Reallocate City Manager	City Manager	100,940, 941	To 80% General Fund, up from 5%. As part of RDA transition.
Reallocate Senior Executive Assistant	City Manager	100	To 100% General Fund, up from 95%. As part of RDA transition.
Reallocate Economic Development Project Manager	City Manager	921,940, 941	To 0% General Fund, down from 15%; to 10% Loan Receivables, up from 0%; and 90% SAORA, up from 85%. As part of RDA transition.
Reallocate Project Development Coordinator	City Manager	921,940, 941	To 5% Loan Receivables, up from 0%. As part of RDA transition.
Reclassify Economic Development Director to Economic Development Manager	City Manager	921,940, 941	As part of RDA transition.
Reallocate City Attorney	City Attorney	100,740, 940,941	To 75% General Fund, down from 80%. As part of RDA transition.
Reallocate Legal Secretary	City Attorney	100	To 100% General Fund, up from 95%. As part of RDA transition.
Reallocate Deputy City Clerk	City Clerk	100	To 100% General Fund, up from 95%. As part of RDA transition
Reallocate Investment/Revenue Officer	Treasurer	100,600	To 50% General Fund, up from 45%. As part of RDA transition.
Reallocate Senior Accountant	Finance	100,310, 317,940, 941	To 5% General Fund, up from 0%; to 10% CDBG, up from 0%; to 5% HOME, up from 0%; and 50% to SA, down from 55%. As part of RDA transition.
Reallocate Finance Director	Finance	100,600, 940,941	To 40% General Fund, up from 25% as part of RDA transition; and to 0% in Info Systems Operations, down from 15% as part of project completion
Reallocate Facilities Maintenance Supervisor	Public Works	100,600, 940	To 90% General Fund, up from 85%. As part of RDA transition.
Reallocate Manager Transportation Services/City Traffic Engineer	Public Works	100,271, 940	To 48% General Fund, down from 53%. As part of RDA transition.
Reallocate Principal Civil Engineer	Public Works	100,940	To 95% General Fund, down from 100%. As part of RDA transition.
Reallocate Real Property Agent	Public Works	100,600, 940	To 90% General Fund, up from 85%. As part of RDA transition.
Reallocate Senior Civil Engineer	Public Works	100,940	To 95% General Fund, down from 100%. As part of RDA transition.
Eliminate (6) Street Sweeper Operators	Public Works	220	As a result of contracting out street sweeping services effective 7/1/13
Reclassify Custodian to Lead Custodian	Public Works	100	Change FTE from .50 to .75
Unfreeze Equipment Operator	Public Works	100	As a result of contracting out street sweeping services effective 7/1/13
Unfreeze (2) Public Works Maintenance Worker II	Public Works	100,270	As a result of contracting out street sweeping services effective 7/1/13
Freeze Assistant Community Development Director	Community Development	100	Vacant position

RECOMMENDED STAFFING CHANGES

POSITION	DEPARTMENT	FUND	COMMENTS
Reallocate Senior Housing Manager	Community Development	310,317, 321	To 75% CDBG, up from 0%; to 10% HOME, up from 0%; and to 15% Loan Receivables, up from 0%. As part of RDA transition.
Reallocate Code Compliance Officer	Community Development	100,941	To 50% General Fund, up from 40%. As part of RDA transition.
Reallocate Principal Planner	Community Development	100,940	To 90% General Fund, down from 95%. As part of RDA transition.
Reallocate Business & Public Affairs Manager	Community Services	100	To 100% General Fund, up from 95%. As part of RDA transition.
Reallocate Landscape Coordinator	Community Services	100,291, 293,294, 600,940	To 30% General Fund, down from 35% and 5% Del Rio LMD, up from 0%. As part of RDA transition.

CITY-WIDE SUMMARY SCHEDULE OF POSITIONS

BY DEPARTMENT

	APPROVED 2011-12	APPROVED 2012-13	BUDGET 2013-14
Departments:			
* City Council	5.000	5.000	5.000
City Manager	7.500	9.625	9.625
City Attorney	7.000	7.000	7.000
* City Clerk	7.000	6.000	6.000
* Treasurer	3.000	3.000	3.000
Finance	36.575	33.600	33.600
Human Resources	12.000	11.000	11.000
Library	47.900	40.025	40.525
Fire	136.750	136.750	136.750
Police	277.162	274.327	275.154
Public Works	142.000	139.000	132.500
Community Development	35.450	36.225	35.975
Community Services	66.200	64.825	66.875
Economic Development	11.000	0.000	0.000
Total - Funded	733.807	713.815	714.442
Total - Frozen	60.730	52.562	48.562
Total - Approved	<u>794.537</u>	<u>766.377</u>	<u>763.004</u> **

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

**Of the 763.004 full-time equivalent (FTE) positions, 48.562 FTE positions are being held vacant and have not been budgeted in the 2013-14 fiscal year.



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Budget Resolutions

RESOLUTION NO. 10726

**A RESOLUTION OF THE CITY COUNCIL OF
THE CITY OF ORANGE ADOPTING THE
APPROPRIATIONS LIMIT FOR THE FISCAL
YEAR 2013-14.**

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; and

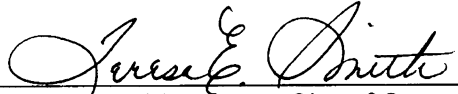
WHEREAS, data necessary to calculate the growth in the non-residential assessed value was not available from the County Assessor and the City may need to adjust the limit on appropriations once the data is available; and

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 2013-14.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Orange that the **Appropriations Limit in Fiscal Year 2013-14** shall be **\$148,422,952** and the City's appropriations subject to limitation are **\$78,512,300**.

ADOPTED this 25th day of June, 2013.


Teresa E. Smith, Mayor, City of Orange

ATTEST:


Mary E. Murphy, City Clerk, City of Orange

I, MARY E. MARY, 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 25th day of June, 2013.

AYES: COUNCIL MEMBERS: Alvarez, Whitaker, Smith, Murphy, Bilodeau
NOES: COUNCIL MEMBERS: None
ABSENT: COUNCIL MEMBERS: None
ABSTAIN: COUNCIL MEMBERS: None



Mary E. Murphy, City Clerk, City of Orange

EXHIBIT "A"

2013-14 APPROPRIATIONS LIMIT UNDER ARTICLE XIII B

2013-14 APPROPRIATION LIMIT IS CALCULATED AS FOLLOWS:

	08-09	09-10	10-11*	11-12	12-13	13-14
POPULATION GROWTH	1.0205	1.0097	1.0088	1.0054	1.0089	1.0078
CHANGE IN PER CAPITA INCOME	1.0429	1.0062	.9746	1.0251	1.0377	1.0512
TOTAL ADJUSTMENT	1.0643	1.0160	.9832	1.0306	1.0469	1.0594
LAST YEAR'S LIMIT	121,843,236	129,940,117	132,064,115	129,842,331	133,820,121	140,101,040
CURRENT YEAR'S LIMIT	129,675,252	131,744,888	129,842,331	133,820,121	140,101,040	148,422,952
OTHER ADJUSTMENTS:						
ASSUMED RESPONSIBILITY:						
BOOKING FEES						
PROP TAX ADMIN CHG	264,865	319,227				
ADJ. CURRENT YR. LIMIT	129,940,117	132,064,115	129,842,331	133,820,121	140,101,040	148,422,952

The following information was provided by the State Department of Finance in order to calculate the Appropriation Limit for 2013-14:

Fiscal Year	Date	City	County Population	Greater of Population Changes
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	
13-14	01-01-12	138,100	3,056,919	.78%
	01-01-13	138,792	3,080,859	

*Restated

EXHIBIT "A"

2013-14 APPROPRIATIONS LIMIT UNDER ARTICLE XIII B (Continued)

Percentage Changes in Per Capita Personal Income:

<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
4.29%	.62%	-2.54%	2.51%	3.77%	5.12%

Per Capita Income Converted to a Ratio:

<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
1.0429	1.0062	.9746	1.0251	1.0377	1.0512

RESOLUTION NO. 10727

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ORANGE ADOPTING SAID CITY'S BUDGET FOR THE FISCAL YEAR 2013-14 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 2013-14, 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 2013-14. 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, 2013 for CIP projects will be carried over to the 2013-14 fiscal year with the exception of those projects which are completed, as determined by the City Manager, before the end of the 2012-13 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

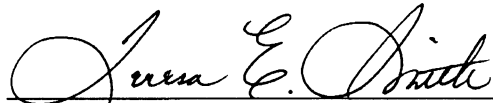
SECTION III. Transfers of Funds Between Funds

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 25th day of June, 2013.



Teresa E. Smith, 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 25th day of June, 2013, by the following vote:

AYES: COUNCILMEMBERS: Alvarez, Whitaker, Smith, Murphy, Bilodeau
NOES: COUNCILMEMBERS: None
ABSENT: COUNCILMEMBERS: None
ABSTAIN: COUNCILMEMBERS: None



Mary E. Murphy, City Clerk, City of Orange

*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.
- 130 Public, Education and Government (PEG) – California’s Digital Infrastructure Act (DIVCA) became effective January 1, 2007 and authorizes entities that desire to provide video services, such as cable television, to obtain a State Franchise. The adoption of Ordinance No. 14-07 by Council on June 26, 2007 ensured that local cable providers would submit a PEG access fee to the City. The PEG fee revenues are restricted by State regulations for the exclusive use of the City’s Government Access (Channel 3) and Local Access (Channel 6) programming.
- 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

Fund Descriptions

- 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.
 - 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.O.M.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.
 - 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.

Fund Descriptions

- 921 Low and Moderate Income Housing Asset Fund – Funds generated from housing assets.
- 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

<i>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.</i>
<i>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.</i>
- 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

Fund Descriptions

and public works communications system.

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 and improvements of the water utility operation are accounted for in this fund.

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.

- 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.
- 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 (Successor Agency) 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.
NEOGOVS	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 Transportation 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
PEG	Public, Education and Government
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
SAORA	Successor Agency to the Orange Redevelopment Agency
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

List of Acronyms

SRC	Staff Review Committee
STOMP	Stop Tagging on My Property
STPE	Surface Transportation Program Enhancement
SWAT	Special Weapons & Tactics
TCRF	Traffic Congestion Relief Fund
TDM	Traffic 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